

JANUARY 1, 1941



TWENTY CENTS

# Sales Management

- ★ American Business Sets Its Teeth Against "Prosperity Rot"—A Policy Report
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- ★ Wings vs. Wheels: What Factors Influence the Traveler's Choice? A New Survey
- ★ A Star Salesman Tells How He Sold \$333,000 Worth of Stokers in Five Years
- ★ Significant Trends — High Spot Cities — Advertising Campaigns — Tips

THE MAGAZINE OF MODERN MARKETING



## **"Left On The Doorstep . . ."**

**What will become of this "company subscription" magazine turned loose in the world to shift for itself?** Will it sit in the plant reception room for two weeks — then be thrown away? Will it be read by executives who have no buying or specifying power?

Your advertising is no stepchild. Make sure it will have a good "home" — meet the right people. Mill & Factory magazine's unique circulation plan makes certain it will reach men, regardless of title, who actually buy and specify industrial machinery's equipment and supplies. Mill & Factory's circulation is built and maintained by industrial distributors' salesmen, men who know buying and specifying executives because it is their daily, weekly job to sell them. Distributors **PAY** to have every copy sent to their

customers — over 27,000 of them. Salesmen see that each copy goes to the proper person — check constantly for personnel changes — eliminate waste. For complete, economical coverage of buying and specifying authorities in America's industrial plants, advertise in Mill & Factory. Conover-Mast Corporation, 205 E. 42nd St., New York; 333 N. Michigan Ave., Chicago; Leader Bldg., Cleveland.

# **MILL & FACTORY**

A Conover-Mast Publication



**BANK of AMERICA**  
CALIFORNIA

**THE CHASE  
NATIONAL BANK**  
OF THE CITY OF NEW YORK

**BANK of NEW SOUTH WALES**  
SYDNEY, AUSTRALIA

**COMMONWEALTH BANK**  
DETROIT

**The First National Bank**  
LOS ANGELES

**THE FIRST  
NATIONAL BANK of**  
BOSTON

**MARSHALL & ISLEY BANK**  
MILWAUKEE

**The National City Bank of New York**

**FIRST NATIONAL BANK**  
OF PORTLAND

**COLORADO  
NATIONAL BANK**  
DENVER

**DRY DOCK  
SAVINGS INSTITUTION**  
NEW YORK

**SECURITY NATIONAL BANK**  
SAVINGS AND TRUST COMPANY  
ST. LOUIS

**NATIONAL BOULEVARD  
BANK of CHICAGO**

**NORTHWESTERN NATIONAL BANK  
AND TRUST COMPANY**  
MINNEAPOLIS

**CROCKER FIRST  
NATIONAL BANK**  
OF SAN FRANCISCO

**THE NATIONAL  
Shawmut Bank**  
BOSTON

**FLORIDA  
NATIONAL BANK**  
JACKSONVILLE

**THE FARGO  
NATIONAL BANK**  
FARGO, N. D.

**The Pacific  
National Bank**  
OF SEATTLE



## Are you covering the market these **254** banks are reaching?

The presence of 254 banks and trust companies in the advertising columns of The Christian Science Monitor is certain indication that this newspaper reaches a market of importance to all who make and sell quality products. You can see from the signatures on this page that these advertisers include many of the leaders in the banking world. It is to their interest to seek out people with good average and above-average incomes . . . and they find them among readers of the Monitor.

A majority of these banks have used the Monitor for several years or more. For example: Citizens National of Los Angeles, Marshall & Isley of Milwaukee, and Bankers Trust of Des Moines, have advertised each year since 1929. They know from experience that Monitor advertising helps to open new accounts.

If you're interested in selling to customers of good credit standing, take a tip from these 254 banks—place your advertising in The Christian Science Monitor. Let us show you how to cultivate effectively this worth-while market.

## THE CHRISTIAN SCIENCE MONITOR

A DAILY NEWSPAPER FOR ALL THE FAMILY

Published by The Christian Science Publishing Society  
One, Norway Street, Boston, Massachusetts

NEW YORK OFFICE: 500 Fifth Avenue

OTHER BRANCH OFFICES: Chicago, Detroit, Miami, St. Louis, Kansas City, San Francisco, Los Angeles, Seattle  
London, Geneva, Sydney

**The First National Bank  
& Trust Company**  
IN MACON

**PACIFIC FIRST FEDERAL SAVINGS  
and Loan Association**  
WASHINGTON

**HOME SAVINGS BANK**  
ALBANY

**CITIZENS  
NATIONAL  
TRUST & SAVINGS BANK**  
OF LOS ANGELES



**THE  
CONTINENTAL  
NATIONAL  
BANK**  
LINCOLN, NEB.

**First National Bank in Dallas**  
**UNION  
NATIONAL  
BANK**  
KANSAS CITY



## Dewdrops and Dead Flies

"What shall I compare it to, this fantastic thing I call my Mind? To a waste-paper basket, to a sieve choked with sediment, or to a barrel full of floating froth and refuse?"

"No, what it is really most like is a spider's web, insecurely hung on leaves and twigs, quivering in every wind, and sprinkled with dewdrops and dead flies."

So wrote Logan Pearsall Smith in "Trivia," a too-little read book of polished gem essays. SM's editors, looking backward at the year 1940, finds these items stuck in its editorial Mind, which quivered in every wind blowing from the offices of publicity agents:

*Item:* A picture ("for immediate release") of G. K. Throckmorton, president of RCA Victor, in shirtsleeves, pushing a hand-truck loaded with RCA Victor Personal Radios. "It is indicative of how the whole organization is lending a hand to meet the tremendous demand for this unique instrument."

*Item:* A reservation blank for the Fifth Annual Fall Meeting and Golf Tournament of the Drug, Chemical and Allied Trades Section of the New York Board of Trade, Inc. It had two spaces to be checked off: "(1) Kindly reserve a twinbedded room for myself and ——" "(2) I shall be unaccompanied but am willing to share a twinbedded room."

*Item:* A release from Wesley Associates, N. Y. ad agency: "In the tepee of the Wesley Associates, a new papoose of Fashion was conceived last Spring—a little Indian that grew up almost overnight into heap big chief of the current fashion scene. The papoose was Wigwam Colors of the LaCross Nail Polish tribe."

*Item:* A release beginning, "The office furniture of tomorrow will be made of plastics," said Myron Nathan, president of Charles Nathan, Inc., world's largest office furniture store, located in downtown Broadway, upon his return from a two weeks' fishing trip through Maine today." Which shows that one can catch ideas in Maine as well as fish.

*Item:* In a release describing the Chicago Tribune's contest to encourage American fashion design appeared our favorite name of the year: "Miss Ghitou Knoop, a Parisian sculptress who is exhibiting her work here, said it was a truly American way to discover American designers."

*Item:* In "Vitality News," house organ of General Mills, Inc., was a printed story headlined "Cakes to Match Your Drapes—a Startling New Sales Theme."

*Item:* A release from Galvin Mfg. Corp., Chicago, with photographs, reading, "Hugh Herbert referees unique bike race at World's Fair. The man who is known the world over for his 'woo-woo,' had plenty to 'woo-woo' about when he was invited to officiate at a bike race held at the N. Y. World's Fair. Show girls from the various exhibits were invited to test their leg power, the winner to receive a brand new bike equipped with radio's newest and most exciting sensation—a Motorola Bicycle Radio. Herbert had lots of fun and so did the contestants . . . and the

winner was 'thrilled to pieces with her Motorola Bike Radio. This new and exclusive production of the famed makers of Motorola Car and Home radio performs beautifully and from the excitement and interest shown by those who have seen it this Motorola Bike Radio is going to sweep the country."

*Item:* A release from Packard Motors containing the astonishing statement: "These new models are styled for modernity, allergic to beauty."

From all these things we return to Mr. Smith. Says he, further: "I really must improve my Mind," I tell myself, and once more begin to patch and repair that crazy structure. So I toil and toil on at the vain task of edification, though the wind tears off the tiles, the floors give way, the ceilings fall, strange birds build untidy nests in the rafters, and owls hoot and laugh in the tumbling chimneys."

SALES MANAGEMENT, not yet quite broken by the whimsies of the morning mail, likewise resolves to repair its Mind. But it has little hope that the strange owls of publicity will laugh less wildly in 1941.

## Fantasia

For 25 years the New York firm of Messmore & Damon has been turning out gadgets, display figures, and models of every conceivable kind—huge and tiny, some mechanized, some with sound effects, some realistic and others streamlined. They make a large share of the mechanical Santa Claus and clowns you see in department stores every year at Christmastime. Their orders for exhibits shown during the first year of the New York World's Fair totaled \$750,000—for George Jessel's Old New York, for the miniature trucks at the Ford exhibit, for the rubber culture dioramas at the Firestone exhibit, for the teams and water-wheels in the Petroleum exhibit, and many others.

The firm's showroom and factory are a sort of combination Fairyland and Arabian Nights' setting, with a touch of nightmare thrown in for good measure. All the exhibits in the upstairs showroom are mechanized and several are wired for sound. When the switches are turned on and everything gets going at once, the effect is startling. When SM's reporter visited it, there was a variety of entertainment, including: A nine-foot high elephant whose ears and tail wiggled, and who lifted the top of a treasure chest with his trunk, then closed it; a resplendent Harlequin in satin, who played an accordion; a negro chef, heaving his shoulders and rolling his head and eyes as he laughed uproariously; and a Jack and Jill unit—Jack pouring water from one pail to the other as Jill lifted her hand and bent forward appreciatively. (The water runs into Jack's body, and up into the top pail, so that it need be renewed only as it evaporates.)



This Messmore & Damon elephant sells for \$1,150 on the hoof. Its ears and tail wiggle and it can open and close a box with its trunk. Other stock models range in size from two feet to 11½ feet, eight-ton monsters. They are only one species of a bewildering menagerie made by M & D.

SALES MANAGEMENT, published semi-monthly, on the first and fifteenth, except in April and October, when it is published three times a month and dated the first, tenth and twentieth; copyright January 1, 1941, by Sales Management, Inc., 420 Lexington Avenue, New York, N. Y. Subscription price \$4.00 a year in advance. Entered as second class matter June 1, 1928, at the Post Office, N. Y., under the act of March 3, 1879. January 1, 1941. Volume 48. No. 1.



# — And now for **NEW RECORDS IN 41**

Despite having to meet stiff 1939 figures in the closing months, Detroit business closed 1940 in a blaze of glory. Among many important highlights:

- **AUTO PRODUCTION:** One of the best production years in automotive history—*over a million more cars* than in 1939!
- **WAGE INCREASES:** Average weekly earnings of industrial workers in Detroit, the highest paid factory workers in the world, *were 10.6% higher in 1940 than in 1937*, a peak year! And this does not reflect the \$4,344,000 annual increase and \$2,600,000 vacation allowance awarded Chrysler workers, Dec. 11, 1940!
- **OTHER GAINS:** Christmas sales were estimated at 10% to 20% above 1939. Building, power sales, employment and passenger car deliveries—all were at, or near, **ALL TIME HIGHS** in 1940.

The Detroit News, too, achieved **ALL-TIME HIGHS** in 1940, in both week-day and Sunday circulation—and in home delivery. The News now has the largest ABC recognized home delivered circulation of any newspaper in America, with 80.5% of its great city and trading area circulation **HOME DELIVERED** by exclusive Detroit News carriers.



## **The Detroit News**

**THE HOME NEWSPAPER**

New York: I. A. KLEIN, Inc.

Chicago: J. E. LUTZ



## 606 New Businesses Started in Houston in 1940!

**B**USINESS TODAY turns its footsteps Southwest . . . to Houston, where last year, 606 new, diversified businesses started. For Houston, largest city in Texas and richest market in the South, is the second fastest growing large city in the Nation . . . having grown 32 per cent in population from 1930 to 1940. Houston's progress is the solid, substantial type. It is no "boom town" dependent upon a single industry. Petroleum, shipping, cotton, rice, iron, produce, textiles, dry goods, meat, chemicals, paint, cement, machinery, flour, paper pulp, grain, lumber and clothing are Houston's major industries.

**HOUSTON'S MAJOR NEWSPAPER** is The Houston Chronicle, largest daily newspaper in Texas, morning or evening. Although Houston's growth during the past decade has been amazing, The Houston Chronicle has grown more than twice as fast as Houston. Its 69 per cent increase in daily city circulation during the past ten years is more than double Houston's 32 per cent increase in population. The Houston Chronicle ALONE is all you need to sell Houston.

### THE HOUSTON CHRONICLE

Largest Daily Newspaper in Texas—Morning or Evening

R. W. McCARTHY  
National Advertising Manager

THE BRANHAM COMPANY  
National Representatives

In the downstairs showroom there are clowns, duplicates of which are being shown in department stores all over the country: Slivers, the Rah-Rah Clown and his dog Snivers; Toto, the Hoop Clown, with his face showing through the torn paper of the hoop, which he moves back and forth; Marcelle, the Bally-Hoo Clown, who beats a drum; and a number of others. This is a good clown year, according to the firm's Harold Messmore—"people like clowns when there's trouble and misery in the world."

About 60 M & D Santa Clauses, at \$500 apiece, were shipped to department stores this year. There are other Santa customers too. One year General Motors bought one. El Paso's Coca-Cola distributor had one this year, a laughing fellow who doubled up and heaved like the chef in the showroom. All the laughing figures have the same sound effects, a ten-inch Decca record, made by "a little fellow with a big laugh."

Year in and year out, elephants are a good seller at M & D's. They make them in all sizes, from two feet high up to a replica of the famous Jumbo, 11½ feet tall. Their Jumbo differs from his prototype only in weight, the live one having weighed about eight tons, while the firm's version tips the scales at about two tons. New Yorkers will remember the elephant in the Mallinson's silk Fifth Avenue window display, an M & D creation. Department stores are good Christmas customers, for they use the elephants, with fancy, embroidered, red, paisley-type blankets in their toy sections. One method of making them pay their overhead is through the sale of a 25-cent surprise gift package which children may take from the treasure chest when the elephant lifts the cover with his trunk. Since storage of such a beast would be expensive, SM's reporter wondered what the stores do with them after they have outlived their usefulness. Here's what: "Big stores are the original buyers; they sell them to smaller stores, which eventually sell them to still smaller stores."

In the downstairs showroom are the exhibits shown in the "Pastorama (The World a Million Years Ago)" at the New York Fair. There's a 60-foot dinosaur (his skin held together by zippers, which you can't see, of course). There's a mammoth, which looks exactly like an elephant with shaggy fur.

There are many transportation models—large and small. There's a handsome chromium, streamlined horse, with springs for his curly mane; animated so that he seems to gallop, and ridden by a fellow who looks like the Tin Woodman in *The Wonderful Wizard of Oz*. Purpose of the exhibit is to demonstrate "horsepower." It's often difficult to distinguish between models and antiques, many of which are stored in the showroom.

Transportation items are in good demand, many "Pageants of Transportation" having been sold for promotional purposes. The firm has a catalog of transportation exhibits, which include dioramas and vehicles built to one-third life-size scale. There's a tableau of the Indian Pony Drag—a procession of ponies, each with two long poles mounted on his back, the ends dragging on the ground, and some Blackfoot Indians on the move toward new hunting grounds. Another unit shows a Conestoga wagon on the Oregon Trail, somewhere in Wyoming. Then's there's the Clermont, Robert Fulton's steamboat, seen from the Hudson River bank. The two most modern scenes are one showing Selden in his first American automobile, or "Horseless Carriage," in 1877, and the Wright brothers' take-off at Kitty Hawk, in 1903.

One of the most interesting objects owned by the firm is its loose-leaf book of names and addresses, mainly of sources of the many odd things needed from time to time. It has about 1,250 classifications, arranged alphabetically, and about 4,000 names and addresses. Here are a few classifications: Air Guns, Animal Noise Effects; Artificial Bees and Rats (See Skeletons); Bogus Paper; Booklets (Torture Books, four cents apiece; Chastity Belt folders, no charge); Carriage Supplies; Carrousel Supplies; Cement (transparent); Couplings; Eyes (7 sources, for animal, human, eyeballs, etc.); Harness and Supplies; Jiu Jitsu; Models (names of an agency and five individuals); Models (To Scale); Old New York (Lamp Posts, Hansom Cabs, etc.); Rubbish Removers (firm sends out more rubbish than merchandise); Rickshaws (five sources); Rain Pipes; Railroad Cars (five sources; yes, M & D buy them); Safe Openers; Smoke Pots; Skeletons; Scepters; Sound Equipment (60 sources); Tails (get them from a place where old horses are slaughtered); Tally-Ho; Wrecking Cos.; Zippers (for fastening animal skins).

SALES MANAGEMENT



*what they say about TWA!*



*"The world-wide nature of our company's business necessitates extensive travel, and TWA has made an indispensable contribution in that connection. In fact, it would not have been possible for me to keep in close touch with our company's business if it were not for this service."*

Like Mr. Ellery W. Mann, President of Tampax, Inc., thousands of the nation's business leaders find TWA indispensable in maintaining close contact with widespread interests.

TWA's direct and connecting service with over 140 cities lets you personalize your contacts . . . gets you there faster, gets you back sooner. It's only 3 hours, 33 minutes from Chicago to New York on the Route of the Stratoliners. Overnight—in only 13 hours, 45 minutes—you can cross the nation, from Los Angeles to New York, flying TWA's great 4-Engine, overweather Stratoliners.

With fast, frequent "Air Commuter Service" between principal cities . . . the fastest, smoothest transcontinental flights . . . TWA makes it easy to go when and where you want to go.

*Information, Reservations: Your Travel Agent or TWA Representatives Everywhere*

**ROUTE OF THE STRATOLINERS**





# Sales Management

VOL. 48, NO. 1

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### Notes from the Managing Editor's Desk

All of us who remember the headaches business went through after the first World War and the long, expensive uphill job of fighting to regain domestic markets lost during the period of peak production of war goods, are heartened by the fact that many industries are approaching their present problem with specific plans designed to make the next readjustment period less difficult. How top executives view the current situation — and what they're proposing to do about it — is summarized in the leading article in this issue. "Must" reading for everybody. "American Business Sets Its Teeth against 'Prosperity Rot,'" page 18.

\* \* \*

Coming next issue: An up-to-date version of SALES MANAGEMENT's original "dollar-hour" air-rail-bus rate study. And an article which tells the interesting story behind the epidemic of South American fashions which has been sweeping the United States and Canada.

\* \* \*

Oldsmobile Division of General Motors decided that the men who hire and train and supervise the retail salesmen in their dealerships might do with a bit of brush-up training themselves. How they are carrying on a training course in sales management for dealers and the sales executives who work under them will be outlined in an article in an early issue. It's a sound idea — one companies in other industries might profitably adopt.

A. R. HAHN



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# "EASY DOES IT!" sang the trade

► When the makers of Easy Washers opened their annual sales meeting in September, distributors were singing "Easy does it!" Sales were up sharply over 1939, and they said "The Saturday Evening Post campaign had a great deal to do with the enthusiastic acceptance of our product."

So, when Easy announced their 1941 campaign—built around the Post—distributors chorused their approval... backed it up with orders for 2½ times more units than last year.

This unparalleled ability of the Post to inspire the trade's buying confidence springs from one fact: they know the Post always delivers the goods—that the Post road is the easy road to sales.

Why? Largely because people *like* to read advertising in the Post.

That helps explain why appliance makers awarded more advertising to the Post in 1940\* than to the next four weeklies combined... why the Post carried more total advertising than any other magazine—by many millions.

\*1st 11 months

People pay attention when you put it in the

# POST



# Rating ourselves

as

"NEWCOMER"



## 25 NEW ACCOUNTS ON THE BLUE

Axton-Fisher Tobacco Corp.  
"20 Grand Salutes Your Happy Birthday"  
Bank of America "John Nesbitt"  
Better Speech Institute  
"Speak Up America"  
Brazil, United States of  
"Pearson & Allen"  
Carter Products To be determined  
Chemicals, Inc. (House Cleaner)  
"Just Between Friends"  
Clapp, Harold, Inc. (Baby Food)  
"Mother of Mine"  
Emerson Drug Co.  
(Bromo Seltzer) "Ben Bernie"  
Grove Laboratories (Quinine)  
"Sherlock Holmes"  
Gulden, Charles (Mustard)  
"Gulden Serenaders"  
Howe, Lewis (NR's)  
"Fame & Fortune"  
Knapp Monarch  
(Electric Shavers)  
"Ahead of the Headlines"  
Land O' Lakes Creameries  
"Edgar A. Guest"  
Lever Bros. (Rinso)  
"Grand Central Station"  
Lever Bros. (Spry)  
"Uncle Jim's Question Bee"  
Miles Laboratories  
(Alka-Seltzer) "Quiz Kids"  
Modern Food Process (Scrapple)  
"Olivia Santora"  
Nash Motors "John B. Kennedy"  
Newsweek "Ahead of the Headlines"  
Ohio Oil Co. "Marathon Melodies"  
Sloan, Dr. Earl (Liniment)  
"Gangbusters"  
Standard Brands (Yeast)  
"I Love a Mystery"  
Texas Corp. "Metropolitan Opera"  
Williamson Candy  
(O'Henry Bars)  
"Famous Jury Trials"  
Yeast Foam "Orrin Tucker"

"SITTING PRETTY"



## 19 CAMPAIGNS CONTINUE UNDER CURRENT CONTRACT

Adam Hats  
"Madison Sq. Garden Boxing Bouts"  
Anacin "Easy Aces"  
Anacin "Just Plain Bill"  
Bisodol "Just Plain Bill"  
Bisodol "Mr. Keen, Tracer  
of Lost Persons"  
Cal-Aspirin Corp.  
"Amanda of Honeymoon Hill"  
Cummer Products (Energene)  
"Manhattan at Midnight"  
Howe, Lewis (Tums)  
"Pot O' Gold"  
Ironized Yeast Co., Inc.  
"Good Will Hour"  
Mystic Laboratories (Creams)  
"John's Other Wife"  
Phillips, Chas. H. (Magnesia)  
"Amanda of Honeymoon Hill"  
Procter & Gamble (Camay)  
"Pepper Young's Family"  
Procter & Gamble (Chipso)  
"This Small Town"  
Procter & Gamble (Crisco)  
"Vic & Sade"  
Procter & Gamble (Ivory)  
"Mary Martin"  
Reynolds, R. J. (Camels)  
"Luncheon at the Waldorf"  
Sun Oil "Lowell Thomas"  
Watkins, R. L. (Dr. Lyons Tooth  
Powder) "Orphans of Divorce"  
Wyeth Chemical (Cold Tablets)  
"John's Other Wife"

"BACK FOR MORE"



## 8 CONTRACTS RENEWED

Colgate-Palmolive-Peet  
(Shave Cream)  
"Bill Stern Sports Review"  
Jergens, Andrew (Lotion)  
"Walter Winchell"  
Jergens, Andrew (Soaps)  
"Parker Family"  
Modern Food Process  
(Thrivo Dog Food)  
"Moglan Sisters"  
Pacific Coast Borax  
"Death Valley Days"  
Ralston-Purina (Cereals)  
"Tom Mix Ralston Straight Shooters"  
Welch Grape Juice Co.  
"Dear John"  
Williams, J. B. (Shaving Cream)  
"True or False"

"LEAVING US"



## 6 CONTRACTS EXPIRED

Air Conditioning Training Corp.  
"Sidney Walton Music"  
Brown & Williamson  
"Plantation Party"  
Canada Dry Ginger Ale, Inc.  
"Information Please"  
Canadian Railways Association  
"Canadian Holiday"  
Gordon Baking Company  
"One of the Finest"  
Westinghouse Elec. & Mfg. Co.  
"Musical Americana"



# advertisers rate us:

**as indicated by their comings  
and goings – chiefly “comings”**

Things have been popping fast and furious ever since the creation of the Blue Network Sales Department last July. We've told you about the station improvements that we're making, the programs that we're building, the steps we're taking to assure advertisers of greater co-operation than ever.

But the best criterion of the increased selling effectiveness of the Blue is the action of the advertisers themselves—those hard-headed gentlemen who have the experience and judgment to get the most for their advertising dollar. We present herewith the complete picture of what advertisers are doing on the NBC Blue Network—with no punches pulled.

Since June 1st, 1940, 25 new accounts, Lord bless 'em, have joined the Blue ranks. 8 old friends, we're pleased to report, have renewed their contracts. 19 satisfied customers (and we're going to keep them happy) are continu-

ing under current contracts. 6 clients are no longer with us, and we're sorry they've left.

But there's still plenty of room for you, Mr. Prospective Advertiser, on the NBC Blue Network. And notwithstanding all the improvements going on over the Blue, two facts remain constant. First, the Blue still concentrates its coverage in the Money Markets, where the nation's buying income is centered. Second, the famous NBC Blue Discount Plan still offers national coverage at the lowest cost of *any* medium. For example, you can buy a half-hour coast-to-coast, in the evenings, mind you, on the NBC Blue Network, 52 times a year, for less than \$5000 a week. Amazing, isn't it? Better call in that Blue salesman today.

**NATIONAL BROADCASTING COMPANY**  
*A Radio Corporation of America Service*



# Sales Management's Future Sales Ratings

## KEY TO RELATIVE SALES OUTLOOK RATING

- ★★★★★ Best relative outlook
- ★★★★ Very good relative outlook
- ★★★ Good (medium) relative outlook
- ★★ Fair relative outlook
- ★ Least impressive relative outlook

NOTE: This compilation is based on the relative position of one industry compared with all industries. In other words, an industry marked ★★ may have very good prospects in relation to its preceding year's volume, but its percentage increase may be slight compared with another industry which is marked ★★★★★. In assigning ratings, the size of an industry is not considered; rather the percentage of likely sales increase or decrease in the industry is given greatest weight.

	Sales Prospect for Jan., Feb. & Mar.	Sales Prospect for Next 12 Months		Sales Prospect for Jan., Feb. & Mar.	Sales Prospect for Next 12 Months
Advertising .....	★★★★	★★★★	Luggage .....	★	★★
Air Conditioning .....	★★★★	★★★★	Machine Tools .....	★★★★★	★★★★★
Airline Travel .....	★★★★	★★★★	Machinery (Agr'l) ....	★★★★	★★★★
Aircraft Sales .....	★★★★★	★★★★★	Machinery (Ind'l) ....	★★★★★	★★★★★
Automobile Sales .....	★★★★★	★★★★	Meats .....	★★	★★
Automobile Tires .....	★★★★★	★★★★	Metal Containers .....	★★★★	★★★★
Baking (General) .....	★	★	Motion Picture Receipts .....	★★★★	★★★★
Banks (Revenues) .....	★★	★★	Munitions .....	★★★★★	★★★★★
Beer .....	★	★	Musical Instruments ..	★★★★	★★★★
Building & Materials ..	★★★★★	★★★★★	Office Equipment .....	★★	★★
Candy & Chewing Gum ..	★	★	Oil (Cooking) .....	★	★
Canned Fruits and .....			Paint .....	★★★★★	★★★★
Vegetables .....	★★★	★★	Paper (Newsprint) ...	★★★★	★★★★
Cereals .....	★	★	Paper (Wrapping and ..		
Chemicals (Misc.) .....	★★★★★	★★★★★	Container) .....	★★★★	★★★★
Cigarettes .....	★	★	Photographic Supplies ..	★★★★	★★★★
Cigars .....	★	★	Plastics .....	★★★★★	★★★★★
Clothing (Men's, Women's & Children's) ..	★★★	★★★★	Printing and Publishing ..		
Coal (Anthracite) .....	★★★	★★	Equipment .....	★★★★	★★★★
Coal (Bituminous) .....	★★★	★★★★	Radios .....	★★★★★	★★★★
Cosmetics .....	★★	★★	Railroad Equipment ..	★★★★	★★★★
Cotton Textiles .....	★★★★	★★★★	Railroad (Net Income) ..	★★	★★★★
Dairy Products .....	★	★	Refrigerators .....	★★	★★
Department Stores .....	★★	★★	Restaurants .....	★★★★	★★★★
Diesel Engines .....	★★★★★	★★★★★	Rural Stores .....	★★★	★★★★
Drugs and Medicines .....	★★	★★	Security Financing .....	★	★
Electrical Equipment ..			Shipbuilding .....	★★★★★	★★★★★
(Heavy) .....	★★★★★	★★★★★	Shoes .....	★★	★★★
Electrical Equipment ..			Silk Textiles .....	★	★
(Light) .....	★★★★	★★★★	Soap .....	★	★
Exports .....	★★★★	★★★	Soft Drinks .....	★★★★	★★★★
Flour .....	★	★	Sporting Goods .....	★★★★	★★★★
Furs .....	★★★	★★★	Stationery (Commer'l) ..	★★★★	★★
Gasoline and Oil .....	★★★★★	★★★★★	Steel and Iron .....	★★★★★	★★★★
Glass and Materials .....	★★★★★	★★★★★	Sugar .....	★	★
Groceries .....	★	★	Surgical Equipment and ..		
Hardware .....	★★★★	★★★★	Supplies .....	★★★	★★★
Hotels .....	★★★★	★★★★	Synthetic Textiles .....		
House Furnishings .....			(Rayon, Nylon, etc.) ..	★★★★★	★★★★★
(Floor Coverings, ..			Television .....	★★	★★★★★
Furniture, Beds, etc.)	★★★	★★★	Toothpaste and Mouth ..		
Household Products .....			Washes .....	★	★
(Kitchenware and .....			Toys and Games .....	★★★★	★★★
Miscellaneous) .....	★★	★★	Trailers (Autos) .....	★★★★★	★★★
Imports .....	★★	★★	Travel (Domestic) ...	★★★★	★★★★
Insurance (Life) .....	★★★★	★★★	Travel (Sea) .....	★	★
Jewelry .....	★★★	★★★	Trucks .....	★★★★★	★★★★★
Laundry .....	★★★	★★★	Utilities—Electric .....	★★	★★
Liquor (Alcoholic .....			Utilities—Gas .....	★★	★★★
Beverages) .....	★	★	Utilities—Telegraph ...	★★	★★
			Utilities—Telephone ...	★★★★	★★
			Washing Machines .....	★★	★★

PREPARED by a group of industrial experts under the direction of PETER B. B. ANDREWS, and specially copyrighted by SALES MANAGEMENT, INC. Reprints of this page are available at 5 cents each, minimum order, \$1.00. 20% discount on standing orders for 25 or more monthly. SALES MANAGEMENT, INC., 420 Lexington Avenue, New York, N. Y.

## Record Expansion of Plant May Bring the Output Index to 150

Indicative of the stimulation yet to materialize from our armament program, current *actual defense expenditures* to date this fiscal year approximate only \$1,500,000,000, compared with the Treasury's estimate that these expenditures for the fiscal year would total about \$5,000,000,000. Such actual outlays are not to be confused with allocations thus far of around \$10,000,000,000. The present industrial production ceiling, as gauged in terms of the Federal Reserve Board index of industrial output, is roughly between 135 and 140% of the 1935-39 average. Since it is likely that at least the lower level of this area has now been attained, new manufacturing facilities projected for operation in 1941 are certain to raise the limit to at least 150% of the above average.

Sales and production executives of hundreds of the country's leading business enterprises have drawn plans for enlargement of plant in 1941, and many of these projects will be in operation by Spring. The extent of *private* increases is indicated in SM's Future Sales Ratings survey on 1941 production output capacities revealing that capital budgets already available will bring a level of private plant construction topping that of 1940 by 24%.

### Boom Era for Building Lines

For proper perspective, there should be combined with these findings, the unprecedented construction plans of the Federal Government. Perhaps the outstanding current item for Federal defense construction is shelters for trainees, involving an expenditure of approximately \$650,000,000. Since this is a rush job, completion is likely to be accomplished in a few months. Government placements for defense construction now exceed \$1,000,000,000, though the actual spending of these allocations totals only about \$300,000,000. For building as a whole the F. W. Dodge Co. estimates a 1941 total of 4.2 billions.

With about \$1,000,000,000 more for this purpose to be apportioned over the next 18 months and a move afoot for asking Congress to increase the amount of funds available, to the War and Navy departments for facility enlargements, the construction and related industries (which are among those rated five stars in the attached survey table) are entering one of the greatest periods in their vital history.

# Winning a wider industrial advertising audience

## Hand-picked circulation places your message before all your key prospects

Advertising results depend not only on what you say but on who reads your advertising. Any advertising falls short if it fails to reach the men who control purchases.

So, shrewd and successful advertisers are welcoming a new circulation technique which for the first time in business paper publishing history offers them 100% coverage of buying authority in their markets. Literally, readers are now hand-picked, selected according to position and power. Waste circulation, which may look good in cold figures but brings you nothing for your expenditure, is avoided.

This new circulation technique is called *controlled* circulation . . . which describes it exactly. It is based on the obvious fact that no sales force can reach and sell all the buying factors in a given market; on the equally obvious fact that subscription instead of being an assurance of readership is only an unnecessary obstacle to controlled and selective coverage; on the equally obvious fact that editorial value alone determines how well a magazine is read. Place a

highly interesting and vital message in any man's hands, and he *will* read it, although he may not be ready to subscribe.

*Controlled* circulation depends on methods which assure 100% selectivity and coverage of a given market . . . and it is as far ahead of conventional circulation methods as *controlled* editing is ahead of "hit or miss" editing.

From its very inception, *controlled* circulation has been successful in delivering *complete* markets to the advertisers who use its pages. Unquestionably you are familiar with some of the *controlled* circulation publications listed below. All of them are audited, for their selective and complete market coverage, by the fair and impartial Controlled Circulation Audit. You may not know the results of the advertising that crowds the pages of these magazines. You may not know the story of the leading advertisers who steadily and consistently have used those pages. Let a representative of the C.C.A. publication in your field place these highly interesting facts before you.

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THIS ADVERTISEMENT IS SPONSORED AND PAID FOR BY THESE LEADING C.C.A. PUBLICATIONS

---

Bakers Review

Bankers Monthly

Better Roads

Combustion

Compressed Air Magazine

Drug Topics

Dun's Review

Electric Light & Power

Electrical Dealer

Electrical Manufacturing

Equipment Preview

Excavating Engineer

Golfdom

Graphic Arts Monthly

Hitchcock's Machine Tool Blue Book

Hospital Topics and Buyer

Industrial Equipment News

Industrial Power

Jobber Topics

Liquor Store & Dispenser

Machine Design

Meat

Meat Merchandising

Mill & Factory

Modern Machine Shop

New Equipment Digest

Petroleum Marketer

Pit & Quarry Handbook

Premium Practice

Progressive Grocer

Purchasing

Roads and Streets

Rug Profits

Soda Fountain

Super Service Station

Tires

What's New In Home Economics

Wood Products



# CONTROLLED CIRCULATION PUBLICATIONS

JANUARY 1, 1941

[ 11 ]



# Current Effective Buying Income

(Estimated for 12 months ending February 28, 1941)

State & Section	Ratio of Change (USA=100) for 12 months ending Feb. 28	Per-Family Annual, 12 months, thru February	Gain in Millions of Dollars over Year 1940	State & Section	Ratio of Change (USA=100) for 12 months ending Feb. 28	Per-Family Annual, 12 months, thru February	Gain in Millions of Dollars over Year 1940
Connecticut.....	107.1	\$3,291	\$31.68	Delaware.....	100.9	2,885	2.00
Maine.....	99.1	2,140	2.24	D. C.....	94.3	2,843	2.10
Massachusetts.....	97.7	2,930	26.00	Florida.....	95.6	1,575	2.45
New Hampshire.....	97.5	1,950	2.31	Georgia.....	100.1	1,378	35.00
Rhode Island.....	96.9	2,598	2.43	Maryland.....	103.1	2,561	20.97
Vermont.....	99.2	2,250	2.05	North Carolina.....	99.3	1,408	17.44
New England.....	100.1	2,212	66.71	South Carolina.....	97.8	1,230	12.18
New Jersey.....	103.2	2,688	57.00	Virginia.....	102.2	1,676	16.75
New York.....	96.7	2,960	54.00	West Virginia.....	103.5	1,722	8.36
Pennsylvania.....	106.4	2,558	111.35	South Atlantic.....	99.8	1,738	117.25
Middle Atlantic.....	100.7	2,827	222.35	Arkansas.....	94.0	1,014	2.00
Illinois.....	100.6	2,211	52.30	Louisiana.....	94.1	1,340	1.58
Indiana.....	104.3	1,986	37.40	Oklahoma.....	95.6	1,568	4.75
Michigan.....	104.6	2,575	63.00	Texas.....	94.7	1,712	19.95
Ohio.....	101.8	2,405	58.50	West South Central.....	94.7	1,519	28.28
Wisconsin.....	102.0	2,172	19.47	Arizona.....	98.8	1,839	4.00
East North Central.....	102.2	2,359	236.41	Colorado.....	95.5	1,807	2.27
Iowa.....	99.6	1,951	16.20	Idaho.....	98.4	1,771	4.65
Kansas.....	98.1	1,622	11.48	Montana.....	102.0	2,162	3.74
Minnesota.....	100.3	2,188	18.84	Nevada.....	107.6	2,847	1.93
Missouri.....	97.8	1,836	21.28	New Mexico.....	97.7	1,460	1.85
Nebraska.....	98.7	1,688	7.80	Utah.....	104.2	2,063	4.00
North Dakota.....	96.3	1,706	3.33	Wyoming.....	99.9	2,460	1.81
South Dakota.....	100.0	1,698	3.32	Mountain.....	99.4	1,917	24.25
West North Central.....	98.9	1,882	82.25	California.....	100.8	2,488	42.08
Alabama.....	98.8	1,024	6.80	Oregon.....	94.1	1,822	2.44
Kentucky.....	98.6	1,248	5.22	Washington.....	98.8	2,068	4.40
Mississippi.....	94.3	767	1.64	Pacific.....	99.9	2,336	48.92
Tennessee.....	94.1	1,276	1.82	United States.....	100.0	2,165	841.90
East South Central.....	96.6	1,100	15.48	Relative	107.5		
				Actual			

See page 52 for complete list of High-Spot Cities

## INCOME FORECAST MAP

JANUARY - MARCH

How States Will Compare with Nation in Estimated Effective  
Buying Income as Against Same Period Last Year





# 33 YEARS OF LEADERSHIP

The volume of *Display Advertising* carried by the *Cincinnati Times-Star* during 1940 jumped well over its own record for the previous year to a total of nearly 3,500 pages, or more than 8,000,000 lines.

This latest yearly record represents a margin of leadership of more than 900 pages **OVER** the other evening paper in Cincinnati, of more than 1,700 pages **OVER** the morning paper and more than 1,650 pages **OVER** the Sunday paper . . . and for the 33rd straight year again puts the *Times-Star* **FIRST** among all Cincinnati newspapers "in the buying eyes of the Display Advertiser."

This is a record which shows as plainly as handwriting on the wall that the *Times-Star* does the **COMPLETE** selling job in this rich \$300,000,000 trading area.

**CINCINNATI**  **TIMES-STAR**

**HULBERT TAFT, President and Editor-in-Chief**  
*Owners and Operators of Radio Station WKRC*

**NEW YORK:** Martin L. Marsh,  
60 East Forty-second Street

**CHICAGO:** Kellogg M. Patterson,  
333 North Michigan Avenue



## SAILOR, TAKE WARNING!

**A**T ONE TIME it was only a cloud in the Northeast. A small cloud, no bigger than a man's hand flung in Nazi salute against the sky.

That was the warning.

Long before the storm signals were officially hoisted, FORTUNE was helping Business to get ready. A series called *Background of War* (1937) detailed the steps that were leading up to the present conflict. The series on *South America* (1938) was written with more than a glance at the clouds then rolling up in the East and West.

FORTUNE's articles today are designed to help speed and co-ordinate the action of Industry, *here and now*. To that end, the series on *U. S. Defense* describes each month a part of the huge job of making this country industrially, militarily and economically

strong enough to stand firm in any weather. To date the series has reported: *The Armed Forces* (our military resources); *The Sinews* (The Defense Commission); *The Dollars* (how is defense to be financed?); *Fleet Base* (an important need for our Navy); *The War Department* (G.H.Q., Washington, D. C.).

In these articles FORTUNE presents the facts, problems, personalities and machinery of the defense program, and tries to look as far as possible beyond it into our whole future way of life.

Thus, when FORTUNE looks at *Synthetic Rubber*, it considers also national self-sufficiency. . . . A study of Mr. Hillman turns up the question—"Is there a skilled labor shortage?" (Mr. Hillman says there is not, and never need be, and explains why.) . . . An

article on *Nylon* discusses technological unemployment among Japanese silk-worms. . . . And when FORTUNE hauls on its jumper and takes down G. M.'s *Allison Engine*, it is looking at more than an airplane motor, V-type, liquid-cooled . . . at more than our air defense. It is looking at our economy in a new and different world.

FORTUNE is a tool-maker. Each FORTUNE article, fashioned with care, with foresight and by skilled hands, is designed to aid Industry, as Industry tools up for the biggest job in history.



**Fortune**



# Significant Trends

As seen by the Editors of SALES MANAGEMENT for the fortnight ending January 1, 1941:

## Who Knows?

THIS IS A PERIOD when many men get themselves way out on the end of a limb by making precise forecasts about the coming year. Somehow we are reminded of a program which often follows Raymond Gram Swing on the Mutual Network, called "Who Knows?"

In these days of rapid change when, as Ralph Ingersoll said the other day in *PM*, June 15, 1940, seems like 1,000,000 days back of us, we don't think that anyone really knows. We are inclined to agree with F. T. Hopkins who said recently before a meeting of the National Outdoor Advertising Association in Chicago, "Business is good and it is going to be good for some time. Don't worry too much about what may happen after that. It may keep on being good. And some of us will not be here anyway. So make the best of it. Let's do what we know is right in our own business and let's have some fun while we are doing it."

Or as J. C. Aspley puts it in *American Business* for December, "The only thing we know for certain is that during the first half of 1941 business will be plentiful and profits adequate to do many of the things we have put off doing these last nine years. Is it wise to put them off any longer?"

Now, having rid ourselves of a bit of skepticism about the ability of anyone to be very *precise* about business very far ahead, we will summarize some of the predictions which seem relatively conservative and which come from men or organizations with a fairly good record of prophecy. . . . Industrial production is likely to be up 10 to 12% higher than in 1940. Commodity prices will be up but controls will increase and no runaway inflation is in sight. Dollar volume of retail trade should exceed 1940 by 8 to 10%, with physical volume up about 5%. New construction is expected to exceed \$4,200,000,000, with the chief gains being in the residential, industrial, and public works division. Industrial employment should be up about as much as industrial production, with numerous demands for wage increases and a possible increase in payrolls of 15 to 20%.

The income and sales predictions of SALES MANAGEMENT editors

are confined to the nearby term. We show in the current issue on Page 12 income estimates by states and sections as of February 28 and on Page 52 under "High-Spot Cities" we pick the cities where the income-sales change in February is expected to exceed that of the nation. Some areas are feeling and will continue to feel the sales uplift more than others but for the year as a whole there will not likely be many weak spots on the sales map.

The National Defense program will be operating under forced draft and this will carry with it most of the heavy industries. The consumer goods industries will of course share in the defense program spending, although indirectly. That effect is very noticeable in the big Christmas sales season just ended.

The government experts predict that national income (gross income, before taxes) will increase about 10% next year, or to about \$82,000,000,000. This sounds like a reasonable expectation and SALES MANAGEMENT readers would seem to be justified in adding 10% to their general sales quotas for 1941 sales planning.

## The Government's Retail Census

THE BROAD PICTURE OF THE 1940 RETAIL CENSUS, covering the year 1939, is now available and it is apparent that the upturn in the Fall of 1939 was very pronounced. About a year ago the Bureau of Foreign and Domestic Commerce released an estimate that retail sales

### Summary of the U. S. Retail Census

GEOGRAPHIC DIVISION	SALES (add 000)			PER CENT CHANGE	
	1939	1935	1929	'39 vs. '35	'39 vs. '29
United States.....	\$42,023,818	\$32,791,212	\$48,329,652	+28	-13
New England.....	3,312,798	2,687,620	3,732,087	+23	-11
Middle Atlantic.....	10,291,240	8,374,439	12,527,976	+23	-18
East North Central.....	9,238,689	7,103,071	11,113,186	+30	-17
West North Central.....	4,138,943	3,471,806	5,178,845	+19	-20
South Atlantic.....	4,369,587	3,267,937	4,138,337	+34	+6
East South Central.....	1,845,037	1,371,619	2,137,499	+35	-14
West South Central.....	3,101,358	2,284,559	3,654,572	+36	-15
Mountain.....	1,427,541	1,082,660	1,515,313	+32	-6
Pacific.....	4,298,625	3,147,501	4,331,837	+37	-1

BUSINESS GROUP	SALES (add 000)			PER CENT OF TOTAL		
	1939	1935	1929	1939	1935	1929
Total all stores.....	\$42,023,818	\$32,791,212	\$48,329,652	100.0	100.0	100.0
Food group.....	10,152,332	8,362,425	10,837,421	24.2	25.5	22.4
General stores (with food).....	810,342	1,110,403	2,570,744	1.9	3.4	5.3
General merchandise group.....	5,663,358	4,619,751	6,444,101	13.5	14.1	13.3
Apparel group.....	3,258,587	2,656,242	4,240,893	7.8	8.1	8.8
Furniture-household-radio group.....	1,733,985	1,289,896	2,754,721	4.1	3.9	5.7
Automotive group.....	5,544,435	4,236,586	7,043,386	13.2	12.9	14.6
Filling stations.....	2,822,481	1,967,714	1,787,423	6.7	6.0	3.7
Lumber-building-hardware group.....	2,733,983	1,864,275	3,845,624	6.5	5.7	8.0
Eating and drinking places.....	3,520,985	2,390,860	2,124,890	8.4	7.3	4.4
Drug stores.....	1,562,438	1,232,593	1,690,399	3.7	3.8	3.5
Other stores.....	4,220,892	3,060,467	4,990,050	10.0	9.3	10.3

for 1939 would approximate \$38,000,000,000, but the Census figures show that the total was \$42,000,000,000. As compared with 1929 the drop in sales was 13% but the number of stores increased by 20%. Here is something to ponder over for those who feel that business is becoming too concentrated in large units. In 1929 the stores of the nation had average sales of approximately \$30,000 but in 1939 the average had dropped to \$23,500.

Another form of comparison is this: Population from 1930 to 1940 increased 7% but stores increased 20% between 1929 and 1939. In 1929 there was one store to every 83 people while last year the increase in the number of stores dropped the number of available customers to 74. In 1929, when prices were high, the per capita expenditure in retail stores was \$393 but in 1939 it dropped to \$319. The figures seem to show that the marginal store, where the proprietor derives a mere living wage, is probably increasing. There is as yet no data available as to the relative increase or decrease in the number of units operated by chains or the relation of total general volume to that of independents.

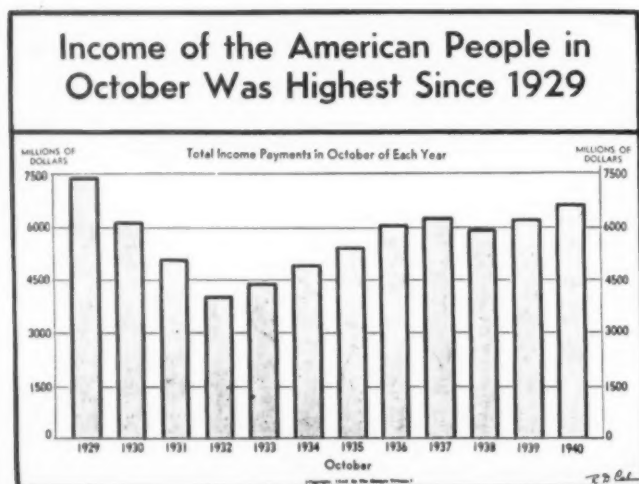
One of the most significant changes is in the food classification. Food stores, especially those which are combination stores — groceries and meats — increased greatly in number while stores which conform to the Census definition of general stores, selling general merchandise and food, decreased 62% in number and 68% in sales since 1929 . . . In the general merchandise group, variety stores increased 8% in number since 1929. Department stores did better than the general average and their sales decrease was only 9% from 1929 as against the general average of 13%. Most of their good showing seems to be at the expense of apparel stores which were 23% below the 1929 dollar volume.

Furniture stores declined 21% in number over the decade and the furniture-household-radio group was 37% under the dollar volume. Much of this is accounted for by the general lowering of furniture, radio and household appliance prices during the last ten years. The automotive group, consisting of vehicle dealers and auto supply stores, had a dollar volume of 21% under the big year, but in 1939 there were almost double the number of filling stations as in 1929 and sales increased 58%.

Hardware stores had sales 20% below 1929 and drug stores 8%. Eating places had a gain of 27% in number over 1929 and their combined sales totaled \$3,500,000,000 as compared with only \$2,100,000,000 in 1929 when liquor sales were prohibited.



By geographic sections the South Atlantic states led the country with an increase in sales since 1929 so substantial



as to offset entirely the ten-year difference in the general level of consumer goods prices and to show increases in dollar sales of approximately 6%. The Pacific division follows closely, with sales less than 1% below the 1929 record.



SALES MANAGEMENT's preliminary estimates point to a probable 1940 retail sales figure slightly in excess of \$45,000,000,000. We bought in the year just closed 1,000,000,000 gallons more gasoline, 600,000 more automobiles, 25% more entertainment, 13,000,000 gallons more liquor, 25% more radios and radio equipment and at least 6,000,000,000 more cigarettes.

## More on 50¢ Advertising

ON THIS PAGE IN THE NOVEMBER 1 ISSUE we pointed out how, as a result of the current excess profits tax, it is now possible to buy advertising at approximately 50 cents on the dollar. There can be no questioning the fact that this gives a great opportunity to business firms to do a more intensive selling job. Two arguments, however, can be made against the proposal. One is "Is this patriotic?" There are ways of answering that question. One is that the government expects taxpayers to obey the laws as written, and spending more on advertising is no more a disloyal tax avoidance than spending money on any other deductible expense item. Another answer is that advertising money goes through so many channels that the government may actually receive more revenue in the end than if the dollar spent for advertising went directly to the treasury as excess profits taxes.



Another argument has popped up in a feature article in the December 18 issue of *The Retail Executive*, published by the Fairchild News Service, in which they say that "the market problem cannot be solved by a mere increase in expenditures conceived and planned as a direct result of the desire to lower the tax bill . . . Either a firm is justified in spending a certain percentage of net sales for advertising or it isn't."



There seem to be several specious implications in this argument. One is that a business man knows through some God-given yardstick just what an advertising appropriation must be—no more and no less. Another implication is that he not only knows what the sum should be, and he is spending it up to the last penny. Anyone who knows anything at all about advertising knows that neither of these things is likely to be true. We have to look back only 20 years to see the effects upon advertising of the World War excess profits tax. Business firms were given an incentive to advertise and most of those who took advantage of it gained a leadership which persisted through the next two decades. The efficacy of the advertising was proved by SALES MANAGEMENT several years ago in a profit analysis of several hundred firms which began advertising in a big way at that time, their profits being compared to a list of comparative non-advertisers.



Both individuals and corporations need incentives of one kind or another in order to utilize all of their energies and abilities. The current excess profits tax provides a strong incentive to do what a lot of firms haven't been doing, even though they may have known that they should have been doing it.

P. S.

SALES MANAGEMENT



Fuller



Black



Steudel



Cornelssen

WALTER D. FULLER, president of Curtis Publishing Co., succeeds H. W. Prentis, Jr., as president of the National Association of Manufacturers. Chairman of the executive committee is Howard Coonley, president of Walworth Co.

C. H. BLACK has been appointed vice-president in charge of sales by American Can Co., N. Y. Joining the company in 1908, he rose through the ranks and was most recently general manager of sales, general line.

ARTHUR W. STEUDEL succeeds George A. Martin as president of Sherwin-Williams Co., Cleveland. Mr. Martin is now board chairman. Mr. Steudel, formerly vice-president and general manager, joined S-W in 1908 as an office boy.

C. W. CORNELSSEN has been appointed sales manager of Harvey-Whipple, Inc., Springfield, Mass., makers of Master Kraft oil heating equipment. Mr. Cornelssen has 17 years' experience in the automatic heating field.

## NEWS REEL



Hooper



Pecsok



Robison



Murphy

DONALD C. HOOPER has been appointed manager of the newly formed market development department of Westinghouse Electric & Manufacturing Co. at East Pittsburgh. A graduate of M. I. T., he joined the company's new products division a year ago. The new department will study markets from the points of view of geographical area, industry, and lines of apparatus, according to F. H. Stohr, manager, industry sales departments.

M. C. PECSOK is appointed sales manager of the brush division of Osborn Manufacturing Co., Cleveland. C. W. Titgemeyer, vice-president, has announced. He began with Osborn as an office boy in 1912. For the past 16 years he has been sales representative in the Northern Ohio territory.

DONALD A. ROBISON has been named a vice-president of Caterpillar Tractor Co., Peoria, Ill. Joining the company shortly after graduating from the University of Nevada, he advanced successively through the offices of assistant treasurer, treasurer, and, most recently, g. s. m. The latter post will be filled by Gail E. Spain, who joined the company in 1929 and was formerly manager of sales development.

ROY L. MURPHEY has been appointed general sales manager of T. J. Holmes Co., Chartley, Mass., makers of atomizers. R. V. Schlenker, vice-president, announces. Mr. Murphey was formerly s. m. of the perfume and medicinal atomizer division of DeVilbiss Co., Toledo.

*Photograph of Mr. Pecsok by Halle Studio, Cleveland.*



Remembering the lesson of World War I, industry is determined to safeguard its normal peace-time markets with intensified sales effort, continued advertising, and maintenance of the best service possible under war-production conditions. Thus will it cushion the economic blows another armistice inevitably will bring.



## American Business Sets Its Teeth Against "Prosperity Rot"

UNCLE SAM has enlisted Industry in a fast, far-reaching mobilization for national defense. The size and efficiency of our armed forces are being multiplied. Already, 14 billion dollars have been appropriated for it. Billions more probably will be added in 1941.

Industry is doing its part. Many companies are receiving big orders. But they must go to great effort and expense to meet them. Some are swinging into production of things far different from their regular line.

All companies face some dislocation and much uncertainty. All must meet a mounting tax burden.

But all recognize that, whatever the abnormal jobs they are called on to do, they must carry on, as best they can, serving their regular markets and developing new ones.

More than ever, the nation's businesses must create products and services for the nation's people. More than ever before, *they must sell*.

A sound economy, they realize, is as vital as a sound military defense. Just as vital as guns and ships and airplanes, and the fighting forces to man them, is the ability of the great mass of the people to keep on working, earning and buying.

The nation's income in 1940 rose to about 75 billion dollars. In 1941, with the defense program really getting under way, it is estimated that our income will probably exceed the all-

time high level of 82 billion dollars.

If preparedness can be paid for out of income and out of sales, business executives believe, Uncle Sam will have a firm economy and a strong national morale on which to stand.

Leaders of various large companies throughout the country, interviewed by SM, are unanimous in reporting policies and plans for 1941 which will enable them to do this big two-fold job right.

Westinghouse, for example, is a name that everyone knows. Westinghouse sells products used in almost every home. And yet even in "normal" times before the European war, three-quarters of this company's dollar volume was in capital goods. In 1940, 40% of the new business received by this company, said George H. Bucher, president, was placed in connection with the national defense program.

And yet Westinghouse has set out to make 1941 a banner *consumer-goods* year. "Step It Up in '41" is the sales theme. Among other new products is a low-priced room-cooler. Westinghouse recently has spent \$1,500,000 expanding consumer-goods production facilities at Mansfield, Ohio, and Springfield, Mass., and has increased by one-third its production capacity on household refrigerators.

"American industry," Mr. Bucher pointed out, "has mobilized its resources to make 1941 the outstanding production year in our history. The

coming year should be one in which industry has the two-fold opportunity of making the country strong defensively and at the same time maintaining vital living standards. The electrical industry is particularly happy to make this dual contribution to the nation."

Several executives emphasized the need for product research and new-market development as part of policies of long-range planning. General Foods Corp., which had record sales and employment in 1940, reported Clarence Francis, president, is planning steady expansion.

"Research personnel at General Foods was enlarged in 1940 by 19%," Mr. Francis explained. "Today more than 100 research projects are under development at our new Central Research Laboratories in Hoboken. It is quite possible that an important new product or two will be ready for introduction to the public in 1941.

"The number of Birds Eye Foods dealers was increased by 65% during the year. The total outlets handling a record tonnage of our Frosted Foods now numbers nearly 10,000." Production of these foods is expected to rise 25% more in 1941.

Seafoods Divisions of General Foods acquired new shrimp facilities in the Gulf of Mexico and new oyster facilities on Long Island. Further expansion of the business is planned.

"Partly offsetting loss of European sales, amounting to less than 2% of





"We'll work at top speed to manufacture armament," says the automotive industry; "but *this time* we won't neglect our normal market, on which our future existence depends." Most plants are working 24 hours a day at this twin job. In the night scene at left new cars produced at Chevrolet's Flint plant are on their way to the shipping division.

our total," Mr. Francis added, "we are experiencing greater sales activity in Latin America. Higher costs and taxes in Canadian operations . . . are being partially balanced by greater operating efficiency.

"To offset higher costs next year, we must have large increases in volume, plus greater efficiency in every phase of our business. And above all, we must plan ahead for the time when defense activity tapers off, to do our part in trying to keep our economy in healthy shape."

Paul G. Hoffman, president of the Studebaker Corp., South Bend, Ind., pointed out that "the defense orders on a company's books are not conclusive as to the firm's stamina or strength. The real test is in making regular, normal products, and merchandising them aggressively and successfully.

"Now is the time to strike with more force, to sell harder, and to advertise more extensively. Momentum must be maintained so that when defense work slackens the foundation will have been provided for an expansion of normal activities to fill the gap.

"We are not thinking of reducing our sales efforts. We are increasing them. Business men who soften their efforts because they think they are in a seller's market, are not building for the future."

James S. Knowlson, chairman of the board and president of Stewart-Warner Corp., reiterated this: "The first thing you know and I know we will be singing 'Happy Days Are Here Again,' and believe that this is the kind of business we are always going to have. Therein lies our danger. It isn't so. The inexorable pendulum will start to

swing the other way. We must guard against getting soft."

Although the Detroit area has assumed large responsibilities in the defense program, motor car and other manufacturers there are going full speed ahead with normal sales and advertising activities. No manufacturer was found who contemplates any voluntary change of policy. Some, in fact, insisted that they would continue to advertise regardless of circumstances.

During World War I, normal activities of Packard Motor Car Co., for example, were sadly disrupted. Packard's management intends, if possible, to prevent a recurrence. Although the company already has booked enough war business to require employment of 17,000 additional men, this fact is cited as evidence of today's *necessity* of the motor car. Packard will continue to produce, advertise, and sell motor cars.

"We expect to add about 17,000 workmen to our payrolls," one Packard executive said. "Where will these men live? There are only about 15,000 vacancies in the entire county at present. . . . But with private cars, men don't have to live in the vicinity of their work. They can spread out and drive to and from work. . . .

"While it is difficult to anticipate advertising programs in the light of current world affairs, we believe that our advertising and sales promotion should be continued along a normal schedule. We are shouldering our defense responsibilities, but simultaneously we must maintain normal production of automobiles. We must keep our basic product in the public eye, so that we shall not lose place,

position, or identity essential to continued operation."

W. F. Hufstader, general sales manager, Buick Division of General Motors, announced that Buick plans vigorous sales efforts to offset mid-Winter seasonal influences and to take advantage of increased buying power. First-quarter demand, he believed, will be 10 to 15% ahead of the same period of last year. Several and perhaps most months of the current model year are expected to show new records for Buick.

Although 1942 production of motor cars may be "arbitrarily pro-rated" among manufacturers or otherwise restricted, D. U. Bathrick, vice-president and general sales manager of the Pontiac Motor Division, recently told the Adcraft Club of Detroit, Pontiac will "keep right on advertising. Just as we did during the toughest years of the depression. Because Pontiac is in business for the long pull. We aim to stay in business despite what happens in 1942 or 1948—or last Tuesday.

"Business is breaking records this year. It is quite possible that next year there may be more customers than cars. But we'll take out advertising insurance against the day when, again, there are more cars than customers.

"For a customer this year is not necessarily a customer of ours two years from now—unless advertising and the product make him one."

Cadillac Division pointed out that "national defense work next Spring will not interfere with our normal advertising appropriation. . . . We have not considered any reduction in the 1941 program, despite Cadillac's growing importance as a supplier of Allison aircraft engine parts."

Chevrolet and Oldsmobile sales also are at or near all-time records, and their managements hope to keep them there.

Chrysler's plans to produce army tanks will not interfere with production of Chrysler, Dodge, Plymouth or DeSoto cars, a major executive told SM. . . . Ford has orders for airplane engines, special automobiles and other army equipment. But these will be taken care of by new or expanded facilities, without interrupting regular

production of the company's cars and trucks.

Nash-Kelvinator is proceeding with its largest development and sales program. "Nash invaded the 'all-three' motor car market this year with the new low-priced Nash Ambassador 600, and is backing this with its largest advertising and selling program," said a spokesman for George W. Mason, president. "Plans call for a steady increase in production of Nash cars.

"The Kelvinator Division, early in 1940, launched a revolutionary manufacturing and merchandising program which resulted in lower prices to the public and resulted in sales double those of 1939. We are planning to continue this aggressive campaign during 1941."

Detroit manufacturers in other fields also are continuing full-speed-ahead programs.

C. E. Jamieson & Co., drugs and chemicals, already with several substantial orders from the Government, plans to increase both sales and advertising activities, reported C. E. Jamieson, president. "I believe there is no time like the present to begin to set the stage for the future. We recently purchased another company and we have other plans for expansion. Our Canadian company is increasing adver-

tising and expanding its line. We believe that only those who put forth effort during these strenuous times will survive when conditions again become normal."

Makers of electric refrigerators, oil burners, radios, vacuum cleaners, games and toys in the Detroit area regard this as a favorable period for increased business. They expect to make the most of it. . . . Some other lines, such as paint, are seasonal and will be affected by Government requirements. But these companies are planning their usual campaigns.

Pacific Coast executives generally agree that maintaining and increasing normal business functions is an important part of national defense.

Unless business, more than ever, disciplines itself to a policy of long-range planning, said E. L. Mathy, vice-president of Victor Equipment Co., San Francisco, maker of machine tools, "we shall once again be caught as unprepared for peace as we are for war.

"To those of us who were in business during the 1914-18 period," Mr. Mathy continued, "the present circumstances will look familiar and we shall recall the almost unbelievable errors which business committed then—and paid for so dearly during the subsequent decade." Executives must guard

(Continued on page 46)

## Advertising Campaigns

[ Old and New Products as Promoted in Newspapers, Magazines, Radio, Outdoor Posters and Direct Mail ]

### Shulton Splash

Shulton, Inc., N. Y., maker of Early American Old Spice and Friendship's Garden line of toiletries will put its wares before more than 30,000,000 magazine readers in 1941.

Through Wesley Associates, N. Y. agency, four-color insertions are to be placed in *Harper's Bazaar* and *Vogue* during the late Winter and early Spring. Moreover, the Spring campaign will include b. & w. space in *Christian Science Monitor*, *Collier's*, *Cosmopolitan*, *Esquire*, *Fortune*, *Good Housekeeping*, *Ladies' Home Journal*, *Liberty*, *Life*, *Mademoiselle*, *McCall's*, *New Yorker*, *Redbook*, *Saturday Evening Post*, *Time*, *Woman's Home Companion*, *You*.

### Hosiery Will Run

Mission Hosiery Mills, Los Angeles, has jumped the ad budget for its Hollyvogue hosiery 75% over last year. Direct mail, trade papers and point of sale material will supplement copy to run in Fawcett Screen Unit

(Hollywood, Motion Picture, Movie Story, Screen Life.) *Glamour*, *Mademoiselle*, *Picture Play*.

According to Sidney Garfinkel, L.A. agency in charge, this is "the most aggressive campaign of any hosiery mill west of the Mississippi."

### Jergen's Big Push

Andrew Jergens Co., Cincinnati, has enlarged its ad program for this year, and will devote special emphasis to its two newest products—Jergens face cream and face powder. Latter gets four-color pages in a long list of women's magazines and Sunday newspaper supplements.

Woodbury powder and cream will be in the same lists, plus four-color pages in *Life*. Woodbury soap copy will appear in 16 women's magazines, *Life*, *Comic Weekly*, *The American Weekly*, *This Week*, rotogravure sections. On the radio two new 15-minute programs replace the half-hour "Hollywood Playhouse" on 66 NBC-Red stations. From 8:00 to 8:15 p.m.

EST Wednesdays Tony Martin will provide popular music. He is to be followed by "a new romantic drama 'How Did You Meet.'" Prizes of \$100, \$50 and \$25 will be awarded for the best letters submitted by listeners describing how they met their husband, wife or sweetheart. First prize winner's entry becomes the basis for each week's drama. Walter Winchell's program for Jergens lotion and the "Parker Family" for Woodbury soap continue on NBC. Lennen & Mitchell, N. Y., is the agency.

### The Unconquered

American Radiator & Standard Sanitary Corp., N. Y., inserts a message from its board chairman, Henry M. Reed, in 458 newspapers, *Collier's* and *Saturday Evening Post* throughout the country January 2.

Under the head, "The Man Who Can't Be Conquered," copy describes the rights which this man—the average American—has won: Freedom of religion, speech, the press, freedom to own property, and "the unrestricted right to provide for his family" within the limits of his means and ability. The last right, copy continues, has helped Americans to improve their standard of living—to provide themselves with better heating and sanitation facilities. Plumbing and heating contractors get a tribute.

Blaker agency, N. Y., is in charge.

### Busy Appliances

General Electric's sales of refrigerators rose 40%, ranges 60%, water heaters 100% last year. So G-E is plunging on a record ad effort. Refrigerator copy breaks in January issues of 13 trade papers, on outdoor posters, and in March in a score of general, women's and farm magazines. Plus co-op space with distributors and dealers in newspapers. A factory newspaper campaign also is on the way, according to Maxon, N. Y. agency in charge. Newspaper copy is now running for G-E coffee makers and irons.

Modern Kitchen Bureau will stage its biggest campaign for ranges. Insertions are scheduled for *Better Homes & Gardens*, *Good Housekeeping*, *Ladies' Home Journal*, *Woman's Home Companion* through Ralph H. Jones agency, N. Y. The bureau is sponsored by Edison Electric Institute and National Electric Manufacturers Association.

Frigidaire division of General Motors has told the trade that its 1940 sales were "more than 600,000 household refrigerators—more than 35% of the total industry sales increase over 1939." "Aggressive selling plans" are being made, with Lord &

SALES MANAGEMENT



Thomas, N. Y. and Chicago agency, for the '41 line of refrigerators, ranges and water heaters.

Stewart-Warner Corp., Chicago, through Hays MacFarland agency, same city has already started speaking in magazines of its '41 Dual-Temp as "the Refrigerator of Tomorrow."

Crosley Corp., Cincinnati, is featuring "Food to the Front" for its refrigerators in magazines and in co-op newspaper space with dealers. Roy S. Durstine, N. Y. and Cincinnati, is the agency.

Westinghouse (Fuller & Smith & Ross agency) is spending \$1,500,000 to increase refrigerator production facilities at Mansfield, Ohio.

Kelvinator division of Nash-Kelvinator Corp., Detroit, will cut its prices as much as \$30. Last January the company pared prices \$30 to \$60 and boosted sales two and a half times over '39. This year, as they did last year, other companies will probably follow Kelvinator's lead in lowering costs and raising advertising expenditures. Geyer, Cornell & Newell, N. Y., is Kelvinator's agency.



Men liked long gals and smokes.

## Tall and Beautiful

Axton-Fisher Tobacco Co., Louisville, is putting sex appeal into a sampling campaign for its new Spud Imperial long cigarettes. See illustration.

The girls are all tall and (as are all women—SM is nothing if not chivalrous) beautiful. Deftly they insert a long Spud into men's mouths, light it and coo, "keep your mouth fresh as a daisy—your head clear as a bell." Whether it's the blue-and-silver clad girls, the slogan or the cigarette, sales hiked as much as 300% during the sampling routine, and increases of 200% were maintained after the

sampling display had been moved to another store.

Positions won by sampling will be consolidated and maintained by newspaper ads. Currently copy is appearing in the Middle West, California, N. Y. and New England. As soon as national distribution is attained, national media will be employed, says the Chicago office of Weiss & Geller, in charge.

## Blue Plate Coffee

Blue Plate Foods, Inc., New Orleans, added the 16th product to its line when it introduced Blue Plate coffee to the metropolitan New Orleans market through the medium of two-color newspaper insertions.

The firm, established in 1929, by Charles A. Nehlig, general sales manager of the Wesson Oil and Snowdrift Co., its parent corporation, originally marketed Blue Plate mayonnaise, which remains its best-known item. In the intervening 11 years, it has added sandwich spread, tartar sauce, Thousand Island dressing, salad dressing, relish spread, French dressing, Worcestershire sauce, steak sauce, mustard, Remoulade sauce, Hollandaise sauce, margarine, preserved figs, noodles and macaroni to the line distributed under the Blue Plate label.

Maintaining a plant in Gretna, just across the Mississippi from New Orleans, and sales offices in the latter city, Blue Plate Foods started with four passenger cars for delivery and now operates 98 trucks from plants in its headquarters city and in Atlanta and Richmond.

As emphasized in its advertising, 1,167 coffee-testing experiments were conducted to determine New Orleans' favorite blend. In retail stores all over the city, housewives tasted various blends and roasts and voted their preferences. One flavor, Blue Plate states, was an overwhelming favorite.

A "teaser" campaign was followed by the opening announcement giving the name of the new brand. Appearing on a Friday to capitalize on the heavy week-end food purchases, its 1,375 lines, five columns in width, were further emphasized by the addition of a second color (blue). "Here it is!" it proclaimed. "The first New Orleans Coffee made to *your* taste . . . a mellower master-blend of fine coffees—yet Blue Plate costs not one cent more!"

Not only was the new brand offered at a price on a par with other leading local brands (21 cents a pound, retail), but an extra inducement was offered in the form of a "free introductory offer" of a choice of two types of glass bowls, a mixing bowl or a fruit or flower bowl, with each one-

pound purchase. New Orleans coffees have long offered premiums of various kinds in exchange for coupons, but no other leading brand was offering such an item outright with each sale.

Blue Plate offered other premiums, too. Coupons packed with every package are redeemable, without additional cost, for such items as "Fairfax" kitchen towels, Pyrex layer cake baker, Pyrex oval baker, set of three stainless steel "Kut Master" kitchen knives, four-quart aluminum stew pan, 22-gauge, with cover and nine-inch chrome frying pan with wood handle. Blue Plate coffee coupons can be combined with those packed with Blue Plate margarine to secure these free premium items in double-quick order.

Still another inducement, offered to meet the competition of other local coffees which have featured such an idea for several years, is the fact that a full pound of Blue Plate coffee can be had without cost simply by returning ten empty containers to any retailer.

"If Blue Plate coffee is not entirely satisfactory in every way, your grocer is authorized to refund your money," reads the statement printed on the back of each bag. "Remember, Blue Plate coffee is guaranteed to satisfy you in every way or your money back," reads the side panel.

Blue Plate "coffee girls" served coffee to all comers in an introductory effort which reached into every part of New Orleans.

If the New Orleans introduction meets the company's expectations, it is planned to extend Blue Plate coffee's distribution throughout the South. Fitzgerald Advertising Agency, Inc., New Orleans, is in charge.

## 50-Tuft

Pepsodent Co., Chicago, has entered what it calls the "chaotic" toothbrush business with a "50-tuft" model retailing for 50 cents. Bristles are of du Pont synthetic trade-marked "Fibrex." Although Pepsodent promises druggists "no shelf-warming deals or gadgets," it makes an introductory offer of a 25-cent size of tooth paste or powder with each brush. Another brush with natural bristles sells for 20 cents.

A broadside explaining the innovation went to every drug outlet in the U. S. December 30. First consumer ads break January 26 with a page in *The American Weekly*, followed by color pages in *Life*, *Saturday Evening Post*, *This Week*. Plugs will be given regularly on the Pepsodent Bob Hope show, beginning January 28, over 66 NBC-Red network stations. Lord & Thomas, Chicago, is the agency.

# Ooo La! La! She Sells Conveyor Equipment— and Her Name Is “Claire”!

It all began by chance. Then, suddenly, Link-Belt was in a class with Sigma Chi. It had a sweetheart. Claire, on skis, in bathing suits, knickers, wearing boxing gloves and shorts, became the heartbeat of the readers of a house publication with 141,000 circulation. Claire now helps 'em to sell conveyors, power shovels, dryers and power transmission equipment. Read on, reader!

**W**E have pleasure in introducing Claire, the girl with sunkissed, molasses candy hair, an unspoiled smile and—curves. She is the sweetheart of the Link-Belt Co., Chicago, a \$20,000,000 corporation and manufacturer to the wide, wide world. Also, of its distributors, salesmen and customers everywhere. They're building a sales campaign around Claire and her personality.

Link-Belt manufactures heavy materials, handling equipment, power transmission machinery, conveyors and a thousand other lusty items of every imaginable kind to keep the wheels of industry turning. It would seem like a long reach to identify a pretty girl with such robust and bulky products. It came about by accident and the sheer force of nature.

When anyone anywhere wants an unusual job in mechanics done Link-

Belt pops into the scene. It helped the government find ways and means for lifting salmon over the Grand Coulee dam. It helped in the making of a lawn mower that eats and digests grass and leaves, returning them to the soil as fertilizer. Sugar cane growers, rubber plantations, oil well operators, sea foods packers, coal mine executives, motor car manufacturers—everyone under the sun who does anything requiring mechanics—all lean on Link-Belt.

Well, getting back to Claire.

Sometime in 1937 Link-Belt Co. completed a job for Real Silk Hosiery Mills in Indianapolis. Link-Belt gets out a monthly tabloid, 141,000 circulation, that goes to distributors, dealers, salesmen, customers and prospects. Its editor asked Real Silk for something to illustrate a story he was writing about the installation.

When he got the picture he all but



did a back flip-flop! It showed a long and snappy row of the most beautiful curvilinear damsels he'd ever popped an eye on. They were leggy girls. They were, um-m-m! Girls! It took some talking to talk that picture into the paper, but the editor was adamant. Until the "Link-Belt News" actually went to press there were a few brass hats about the general offices who were dead set against such doings and felt that a conveyor, at least, would be more in keeping.

What happened after the issue came out shook them all to their very heels. Straightway letters began to pour in. Dozens, scores, hundreds of letters. They were full of glee and a lot of them read something like this:

"Ship at once, C.O.D.—the third from the left."

Whereupon the editor dug up another girl picture or two. He began taking looks around. Life got better for him. Then, one day, one of those picture fellows came in with the dogdest mess of girl pictures he'd ever seen. The fellow had scads of pictures of one particular girl. Blonde hair, smile, curves . . . everything!





"Who's she?" asked Ye Editor, pointing a thumb.

"Claire," Mr. Pictures replied.

"I'll take a few—of Claire."

And that is how pictures of Claire, Claire and more Claire got into it. Readers wanted to know who she was. More letters.

"She's Claire," one and all were told, and so there was a picture of Claire in almost every issue and each picture was labeled, "Claire."

"Link-Belt News" has an editorial page and a feature on it is called the "Voice of the Customer." Shortly the Voice became amazingly vocal. Pundsters were busy. Enthusiasm ran riot. They yelled:

"More Claire."

Here are a few quotes:

"I'd like to convey 'er home."

"Claire is another of your 'perfect products.'"

"Does Claire wear Link-Belts?"

"I'd like to see more of Claire."

"Can't we have Claire in color so we can frame her?"

And so on and on. Some wrote long and enthusiastic epistles about Claire. Letters about her came from

Hong Kong, New South Wales, Africa, England, the Third Reich. Even Philadelphia. One month Claire was left out. That brought letters of protest. Letters from war-torn Europe said Claire was a bright spot in "these troubled times."

The pay-off came when a customer from Buenos Aires walked in and with bows and apologies pleaded that, while in America he wanted . . . so much . . . to have one favor granted.

"Surely, if possible."

"I want to meet Claire," he said.

That one was a sticker. No one with Link-Belt had ever laid an eye on Claire. She's a professional model, in Hollywood. Link-Belt executives didn't even know her last name. But here was a good customer with tears in his voice.

Suddenly inspiration came to Julius S. Holl, the company's nimble advertising manager. He'd write to Claire. He'd get her to autograph a photograph to the good customer. Could he? That would be fine. It was worked out. One day, before he left, the customer returned. The picture was there:

"To" . . . his name.

"With the best personal wishes of . . . Claire."

He pressed the picture to the upper left hand pocket of his vest, wrapped his coat over it and squeezed.

"Ah-h-h!" he sighed, "It will be framed and placed upon my wall!"

Well, after things like that, what to do! Logical reason followed in logical manner. Link-Belt was looking for a scheme to call attention to a campaign to sell anti-friction bearings which it calls "Friction Fighter." It wanted some way to put life, action, animation into an inanimate thing.

It had the studio doll Claire up in fighting trunks, rubber soled slippers and big, pillowy boxing gloves. The camera men went to work. The campaign was built up around Claire, the girl that about all of the readers of the 141,000 copies of "Link-Belt News" knew and loved!

"We supplied 14 carloads of machinery used in making such an unusual item as the conveyor system, ten miles long, in constructing the great Shasta Dam in California," said Mr. Holl. "We recently supplied materials for building belts to carry coal up a half-mile slope in Wyoming. We make all manner of equipment to be used in building up national defense and in war industries. We make snow machines used to develop snow for pictures in Hollywood.

"We've known all along that Link-Belt was a part of the great industrial romance of America but, until we accidentally used that Real Silk picture and set a train of events into action, we never had thought of using girl pictures in our promotion campaigns. Others could do such things. Us? Impossible!

"Then, suddenly, the whole thing clicked. Yessir, we've got something there."

Mailing pieces, point-of-sale pieces, counter displays, advertisements—all manner of attention-getting material—depicting the "fighting spirit of the Friction Fighters" have been prepared, with Claire in them, and are now going out. Beauty and business, it has been proved, *do* mix.

And that is how it came to pass that a Great, Big Corporation, deep in its years, fell for a very pretty little girl and may they, we hope, live happily ever after.





# Wings Versus Wheels: What Factors Influence the Traveler's Choice?

**B**USINESS people make up three-quarters of the pay load of the average transport plane, with sales executives and salesmen accounting for more than half of the business travelers; 69% of the passengers make more than half of all their travel by air; they average 16 trips annually; saving in time far outranks any other reason for choosing planes, and only through faster service can the railroads lure back the air-minded traveler. These are some of the standout impressions from the survey made November 26 to December 5 by Ross Federal in airline ticket offices in New York and at the Chicago municipal airport.

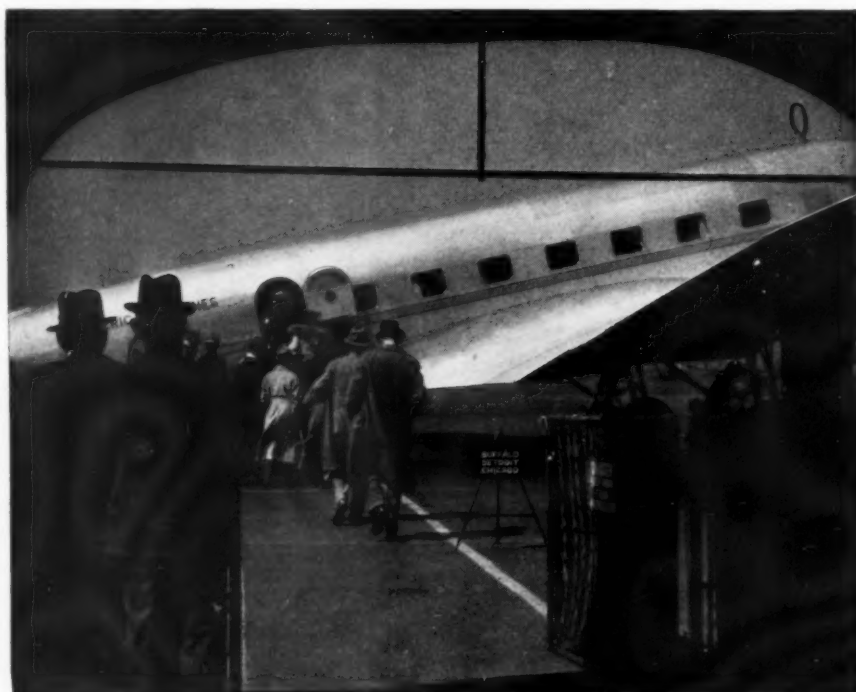
Interviews embodying 17 questions were secured with 251 passengers, 86% of them being men and 14% women. By age group the respondents were: 17%, under 30 years; 32%, 30 to 40 years; 34%, 40 to 50 years, and 17%, over 50. Active businessmen, with such professional groups as engineers and lawyers, comprise nearly 80% of the passengers, with skilled workers, students, housewives, teachers and retired persons accounting for the balance.

Travelers interviewed by Ross Federal men as they were about to leave New York City ticket offices by limousine for LaGuardia Field had as their final destination, in order of rank, Chicago, Boston, Cleveland, Washington, Pittsburgh, Montreal, Los Angeles, Miami, Minneapolis, and Dayton; while those in Chicago were headed for New York, St. Louis, Philadelphia, Cleveland, Detroit, Pittsburgh, Boston, Los Angeles and Kansas City "All other" points accounted for 34% of destinations in New York and 41% in Chicago.

## Business or Personal

In answer to the question, "Are you making this flight for business or for personal reasons?" 59% of the respondents said it was for business, 33% said personal and 8% both. Those who answered "both" were then asked which was more important, and the recapitulation shows that 63.7% of the travelers were making the trip for business reasons as against 36.3% for personal reasons.

Survey among 251 air transport travelers shows why they chose planes instead of trains or other types of transportation, and what each rival transportation industry must do to get an increased share of the travel dollar; the 34th of a series of surveys conducted for SALES MANAGEMENT by Ross Federal Research Corp., with interpretive comments by Philip Salisbury, Executive Editor.



Ewing Galloway

## Length of Trip

Ross Federal interviewers asked each traveler, "What is the final destination of your air ticket?" and then computed the answers in terms of miles:

Trip Length	Percentage
1—250 Miles.....	19.5%
251—500 ".....	34.2
501—750 ".....	9.6
751—1,000 ".....	19.5
Over 1,000 ".....	17.2

The average trip length of these 251 travelers was 733.7 miles. This is practically double the average trip length for all air travelers as computed by the Air Transport Association, and the variation is undoubtedly owing to the fact that the interviews were made in cities which normally pick up a big percentage of cross-country travelers. Had interviews been made also in cities served only by so-called "feeder" or sectional lines, the average trip

length would approximate more closely the association figure.

## How Many Trips?

Travelers were asked, "About how many times a year do you make a trip of comparable mileage by any mode of transportation?" The answers show:

Number of Trips	Percentage
1—5 .....	29.8%
6—10 .....	21.5
11—20 .....	22.7
21—40 .....	12.0
Over 40 .....	8.4
Infrequently .....	2.8
Don't know .....	2.8

The average for all respondents was 16.6 trips.

Most of the questions asked in this survey were asked in a similar survey made during Thanksgiving week in 1935 and published in the December 15, 1935, issue of SALES MANAGEMENT, under the title "Planes Versus Trains."

In the 1935 study the average trip length was 560 miles and the travelers averaged 13.2 such trips a year. Thus the current survey, made in the same cities, shows an increase of roughly 25% both in number of trips and in mileage.

### Form of Transportation Favored

Respondents were asked, "For trips of that comparable mileage, what per cent are made by air, railroad, automobile and other?" The answers reveal that air is preferred for nearly two-thirds of the trips.

	Air %	R. R. %	Auto %	Other %
Less than half	37.4	43.3	37.5	4.0
More than half	53.0	13.8	5.5	1.2
None	6.8	40.1	54.2	92.0
Don't know	2.8	2.8	2.8	2.8
AVERAGE	65.2	19.7	13.5	1.6

Perhaps it should be emphasized again that this survey was made among people about to embark on a plane trip. They are not "average" travelers. A survey conducted in a railroad terminal would, of course, yield strikingly different results.

### How Much by Air?

Question, "What per cent of all your travel (other than suburban commutation) is by air?" The answers show that 69% of the respondents use air transport for more than half of their travel.

100% travel by air	14.3%
75-99 travel by air	33.5
50-74 travel by air	21.1
25-49 travel by air	15.1
Under 25 travel by air	10.8
First flight	5.2

In the 1935 study 64.4% of respondents used planes for half or more of their travel.

### How Long An Air Traveler?

Question, "How long have you used commercial air lines?" The answers show an average of 6 years.

First flight	5.2%
Under 1 year	14.0
1-2 years	10.8
2-5 years	25.2
5-10 years	32.4
Over 10 years	12.4

### How Many Trips a Year?

In answer to the question, "How many trips during the past twelve months have you made on commercial air lines?" the respondents answered:

1-5	33.0%
6-10	20.4
11-20	19.8

20-30	8.8
30 and over	10.0
First flight	5.2
Don't know	2.8
AVERAGE	16.3

### More — or Less — by Air?

Question, "Do you travel by air more — or less — in proportion to your total travel than you did five years ago?"

More	92.0%
Less	2.8
Same	5.2

To those answering "more" the question was asked, "Why more?" "Saving in time" led the answers with 56.3%, followed by "less tiring, greater comfort," 13.4%, and "cleaner, courteous service," 10.0%. Other important reasons advanced were:

More convenient	8.7%
Better air lines service	8.2
Greater safety	6.9
Traveler's business better	7.4
Reduction in rates	5.2
Dislike trains	2.6
Pleasure of flying	1.3

### "How Many Miles a Year?"

The question, "How many miles have you flown in the past twelve months?" The average was 13,907 miles, but 42% traveled less than 5,000 miles, and 63% less than 10,000 miles. The comparatively few travelers whose mileage runs in excess of 25,000 miles lifted the average to approximately 14,000.

None (first flight)	5.2%
Under 1,000	4.8
1,000-2,500	12.4
2,501-5,000	19.4
5,001-10,000	21.1
10,001-15,000	8.3
15,001-25,000	10.0
25,001-50,000	6.8
Over 50,000	4.8
Don't know	7.2

### What Can Air Lines Do?

Respondents were asked, "What could air lines do to make you use their services more?" Nearly half said the present service is so excellent that they could think of nothing to add.

Nothing — present service excellent	40.6%
Better transportation to airport	8.4
Fewer flight cancellations	5.6
More frequent service	5.2
Reduce rates	5.2
Improve reservation system	3.6
More stopping points	3.2
More speed	2.0

Scattering requests were voted for better handling of luggage, better

meals, inclusion of bus transportation in fare, flying lower so that travelers might see more, roomier berths. One said "stop pampering passengers," while another said, "find some way of reducing ear pressure."

### Business or Pleasure?

Question, "Does whether you are traveling for business or pleasure change your form of transportation?"

The "Yes" answers were 21.5%, the "No" answers 78.5%. Those who answered "Yes" were asked, "In what way?" Thirty passengers said that for pleasure they preferred the train or automobile, 11 said they used the plane only when speed was essential, and scattered replies included use plane only for long trips—use plane for pleasure—financial reasons.

### Do You Prefer Trains?

Thirty-four and three-tenths per cent of respondents answered "yes" when asked, "Do you prefer to travel by train?" When asked to state reasons they mentioned:

Safer during Winter weather	27.9%
When not in a hurry	22.1
Best for short or over-night trips	20.9
When connections are better	12.8
Less expensive	5.8
Conversation possible	5.8
Better for sleeping	2.3
Easier to plan trips	2.3

### How Can R. R.'s Regain Business?

A question similar to the one asked about air lines was asked about railroads—"What could the railroads do to make you use their service more?"

Here faster service ran well ahead of any other reason. The more important ones advanced were:

Faster service	19.9%
More comfortable trains	7.6
More polite personnel	7.2
More trains	4.0
Cleaner, better ventilated cars	4.0
Improved meals	3.2
Lower fares	2.0
Less jerky travel	0.8

Other suggestions to the railroads include—be more cooperative, arrive on schedule, handle luggage as airlines do, put Red Caps back on straight tips, eliminate tipping by adding 10% to fare, merge with the airlines, and issue scrip cards.

### Deterrents to Flying?

"Among your business associates



"No, damn it, NO! Our public relations man says NO!"



who do not fly, what do you think is the most important deterrent to flying today—fear of accident or cost of flying?"

Fear of accident .....	63.7%
Cost of flying .....	31.5
Both the same .....	2.8
Neither .....	2.0

"Which was the most important five years ago?"

Fear of accident .....	82.5%
Cost of flying .....	14.7
Both the same .....	1.6
Neither .....	1.2

"Ten years ago?"

Fear of accident .....	86.8%
Cost of flying .....	10.0
Both the same .....	1.6
Neither .....	1.6

### Family Reactions to Air

Question, "Do any members of your family object to your traveling by air?"

It is generally believed that many wives discourage or prevent their husbands from flying, and this may be true, but the flyers interviewed in this study either never had the problem or have licked it. Only 15% answered "Yes."

Those latter respondents were asked whether the objection was serious or mild, and the answer to that one was:

Serious .....	28.9%
Mild .....	71.1

Then they were asked whether the person who objects had ever flown in a commercial plane, and they answered:

Yes .....	21.1%
No .....	78.9

This response indicates that it is very much to the advantage of air lines to get the wives to make test flights. More than half of those who had made flights themselves, and still objected, made them several years ago, when planes were not so safe and not so comfortable.

### Do You Have Credit Card?

The air lines offer to well-rated business organizations, credit cards for those of their individuals who fly. Travelers using them charge their fares, and their use makes possible a 15% fare reduction, on one-way fares. When the 251 travelers were asked, "Do you have an airline credit card?" they answered:

Yes .....	51.2%
No .....	48.8

### Advantages of Credit Cards?

Holders of credit cards were asked, "Give in order of their impor-

tance to you, the chief advantages of air line credit cards?" Important reasons given:

Don't have to carry money .....	52.3%
Reduction in cost .....	44.2
Convenience .....	34.9
Make reservations easier ..	10.5
Quicker, better service ..	8.1
More courtesy shown holders .....	5.8
Creates prestige .....	5.8

### Other Flyers in Company

To travelers connected with business organizations, the Ross Federal men put this question, "How many others in your company take frequent plane trips?"

Number of men	Percentage
1—5 .....	29.7%
6—10 .....	19.0
11—20 .....	6.0
21—50 .....	6.6
More than 50 .....	7.8
None .....	19.0
Don't know .....	11.9

### Flying for Salesmen

Business travelers were asked, "Does your company pay the traveling expenses of the salesmen?"

Yes .....	77.3%
No .....	17.3
No salesmen .....	4.2
Don't know .....	1.2

To those who answered that the company pays salesmen's travel expenses, the further question was asked, "Is plane travel permitted, and under what conditions?" The responses show that plane travel for salesmen is permitted:

At salesman's discretion ..	63.1%
On specific company order only .....	26.9
For long jumps only .....	6.9
Other .....	2.3
Never .....	0.8

*Editor's Note:* In the February 1 and March 1 issues of SALES MANAGEMENT will appear instalments of a new survey being conducted by Ross Federal for SALES MANAGEMENT among 1,000 housewives on their "Pet Peeves" against kitchen and household articles.

### Du Pont Expands Its Plastic Researches

New plant capacity for the plastics research laboratories of E. I. du Pont de Nemours & Co., Inc., at Arlington, N. J., increases the facilities by more than 25% or about 11,000 square feet of floor space. Improvement of present plastics and development of new types have swiftly expanded the recent uses of du Pont "Pyralin," "Plastacel," "Butacite" and "Lucite."

SALES MANAGEMENT



## If You Want Your Jobbers to Plug for You—

### DO:

1. See that salesmen have complete catalog information
2. Make your pricing system simple.
3. Popularize your line with the salesman.
4. Assist salesman in the field intelligently.
5. Hold sales conferences at the distributor's place of business.
6. Have a sales policy and stick to it.
7. Handle complaints quickly and cheerfully.
8. Understand distributor's problems.
9. Interpret consumer's requirements carefully.
10. Be a leader in your field.

### DON'T:

1. Expect the impossible from a distributor's salesman.
2. Belittle your competition.
3. Constantly compare records against other distributors'.
4. Ask the distributor to shoulder your own mistakes.
5. Sell the distributor and his customer too.
6. Change distributors without fair trial.
7. Misrepresent your products.
8. Let your own salesmen misrepresent you.
9. Expect the distributor to sell without a fair profit.
10. Pass the buck.

## 10 Do's and Don't's for Getting Along with Your Jobbers

If you want the full support of your distributors and their salesmen, your policies must be clear-cut and equitable, your point of view sympathetic to the jobber's own problems.

BY ADON H. BROWNELL

**M**ANY manufacturers, and rightly so, ask, "Why cannot we get the coverage from our distributors that the importance of our product deserves?"

But distributors have their problems, too. "How is it almost every manufacturer feels his line is the only one we have to sell?", they ask.

Accompanying this article are Ten Do's and Ten Don't's that will bring greater co-operation from a distributor, if they are observed by the manufacturer.

Having worked for both manufac-

turer and distributor, the writer has a keen sense of the need for better understanding each should have of the other's problem.

Obviously no set formula will fit every line, nor could any formula successful one year be continued unchanged with any guarantee of continued success.

For example, I have known a tire company year after year to stage a cash prize sales contest, awarding distributor's salesmen extra bonus money at certain periods of the year.

When it was first presented it did a great deal of good. Interest was

created, sales increased and new accounts were developed. That was fine.

But as the contest continued the same in principle year after year, it lost its effectiveness. Salesmen began to concentrate their efforts on tire sales only at the time when it meant extra dollars in their own pocketbooks. The remainder of the year there was a decided lack of sales effort that decreased sales and lost many dealer accounts.

One salesman told me, "I sell tires when it pays. The rest of the year I can make more money selling other things." He had the wrong slant, I will admit, but extra bonus money had warped his judgment.

He felt he was entitled to extra compensation on tire sales. No longer was it a prize. He felt it was money due him. The part of the year he did not get it, he figured the tire company was keeping what was rightfully his.

Other methods of awards have served

their purpose well. Mohawk Carpet Mills put on a contest for distributor's salesmen, giving the merchandise of real value based on points won for sales made.

That contest was successful, but had it been continued the same in principle year after year, I believe, it would have fizzled out as did the tire contest.

Contests are effective for certain specific objectives, but for a long range program the distributor will do a better job for the manufacturer whose line will show him a reasonable profit. Let the distributor handle his own salesmen's compensation without direction from the manufacturer.

In selling through jobbers, the manufacturer's real competitor is never so much other manufacturers of similar goods as it is the competition of every other line his distributor handles.

Granted that a manufacturer has an exceptional product, sales still depend on the amount of time his distributors' salesmen devote to it.

Every line the distributor handles competes for the salesmen's time. Salesmen have certain natural tendencies to push one line more than another. Usually any salesman sells the product he knows best. That's natural.

### Dramatized "Education"

Educational meetings in the distributor's own place of business with plenty of time for discussion and a frank open meeting on his sales problems do much to educate salesmen. When it is possible to get a group of your distributors' salesmen to your factory, that helps a great deal. I remember a trip such as this that a number of salesmen made to the Morse Twist Drill Co. over 12 years ago. To this day those men are still talking about their experiences there.

The good will that was created, the prestige the salesmen gained, still pay dividends to both manufacturer and distributor.

When it is not possible to hold these educational meetings or get the salesmen to your factory, another method sometimes catches the quick interest of the distributors' salesmen.

Present your story at a regular sales meeting in an interesting way.

Recently I had the privilege of hearing a manufacturer's representative do just that with gratifying results. A salesman of the Best Universal Lock Co., Indianapolis, presented his story of a rather technical item, an interchangeable core lock cylinder for various type locks, with such simplicity, yet so dramatized that a group of distributor's salesmen grasped the idea

and developed leads that resulted in surprisingly good sales.

When a manufacturer is successful in developing his catalog and price service along simple, easily understood lines he has accomplished a great deal in popularizing his line with the distributor's salesman.

Recently I had the privilege of reviewing the pages of a new lock catalog of the Lockwood Manufacturing Co. of Fitchburg, Mass., where they had condensed and simplified a hitherto complicated product story. That catalog definitely helped to make new sales.

Where the business warrants the services of a full time factory man to be associated with the distributor, much good may accrue. A tactful factory man, especially a full time man, is a great help to the distributor and his salesmen. It has always seemed to me he held a peculiarly strong position. In many ways he comes closer to the management than their own salesmen. He is the confidant of the executives; at the same time, because he works with the salesmen intimately, he often becomes their confidential advisor, too.

Two dangers arise that often impair his usefulness. One is that the salesmen grow to depend on his efforts to sell the line, neglecting their own responsibility; the other is that this factory man sometimes betrays the confidence of executives or salesmen, either of which is bad for the company.

Where missionary or specialty men work with distributor's salesmen, these men should not be shot into the field without sufficient planning with jobber executives. A pet aversion of distributor's salesmen is the specialty man who is forced on him unexpectedly because

he is in town and has to be used.

Salesmen have their own work plans, and it irks them no end to be constantly interrupted by unexpected high-powered specialty salesmen who are committed to their time and care.

Anything that a manufacturer can do for his distributor that will move the goods from the retailers' shelves into the hands of the consumer is the greatest contributing force possible for the success of the manufacturer-distributor method of distribution.

From my experience, the work along these lines accomplished by the Armstrong Cork Co. of Lancaster, Pa., is outstanding. This firm has well managed branch offices. A great national advertising campaign through radio, magazines, dealer helps and newspapers, has made the line especially attractive to distributors.

### Jobbers Are Avid for Help

Starting in January, 1940, they brought new value to their jobbers and their customers through one of the most ambitious programs in merchandising history. Visiting 34 major territories throughout the country, they held in each city a two-day "Seminar" to which retailers and distributors flocked in unexpected numbers. In New York City more than 1,600 metropolitan retailers and their salesmen attended the seminar held in that city for only two days. Executives, department managers, and salesmen alike found these meetings helpful. Each morning a management seminar for executives only was held. In the afternoon there was a salesmanship seminar for both executives and salesmen, at which salesmanship technique was discussed.

Such a program, I will admit, is beyond the possibilities of a smaller manufacturer, but it does indicate by the enthusiasm with which it has been received how hungry men are for more knowledge of the goods they are selling.

The manufacturer who sticks to one sales policy is unusually the most successful operator. I haven't any quarrel with the manufacturer that elects to sell his merchandise either to the dealer, eliminating the distributor, or to sell to the consumer direct. Either avenue is his privilege.

The group of manufacturers with whom I quarrel, are those in-and-outers who constantly change their method of distribution. They are the ones, I have noticed, who are the most often in hot water.

If any manufacturer elects to follow the distributor dealer method of selling his goods, let him stick to it through boom times and depression.





Happy New Year, if possible!

\* \* \*

Happiness, by the way, is relative. In a war-torn world, it seems more so than ever. Let us be grateful that we are still alive. Let us remember, too, that the only true happiness is that which we share with others.

\* \* \*

It is a traditional January First custom of columnists to review in panorama the events of the year just past. A nice space-filling device and I want none of it. You lived through 1940, and you know what happened as well as any reviewer.

\* \* \*

That sort of thing is much like another custom in which your local newspaper tells you that it snowed yesterday. As though you didn't know!

\* \* \*

Eunice Wolf clips and mails a little ad of the Beneficial Saving Fund, Philadelphia. Headline: "The stork had a long bill, but foresight made him welcome!" The accent is on the *bill*, as every parent knows.

\* \* \*

Along with other newspapers, the *Chicago Herald American* has been carrying the life-story of Edward and Wally. Neat tie-in: A phonograph record of the Duke's farewell address sent to celebrities and socialites around town. Net result: A nice increase in Sunday circulation.

\* \* \*

The animated cartoons are getting funnier. There was that quickie of a coyote "calling to his mate." In a raucous, huckster voice, he bellows: "Hey, Mabel!" Another showed a giant redwood tree while the sound-effects man gave you the familiar rasp of the cross-cut saw. The tree starts to fall and a termite, responsible for it all, yells: "Timber!" And then there was the familiar portrait of Whistler's Mother. A pussy-cat steals into a corner of the scene. The dignified head epitomizing motherhood turns slowly in the direction of the cat and bawls: "Scram!" Maybe it's that juvenile streak in me.

\* \* \*

Seeing the world's biggest ship, the *Queen Elizabeth*, leave her cozy berth in Manhattan emphasized once more

the utter madness of war. You pictured the possibilities under more peaceful circumstances: The midnight sailing. The blaze of lights as white-coated stewards beat upon brass gongs and call: "All ashore that's going ashore."

The ship's band playing a current tune. The rail lined with happy voyagers, straining for one last glimpse of friends down there on the receding dock. The clink of glasses in the main bar, and toasts to a steady, stately ship creaming through blade-whipped brine. Five days of blue-green water being parted in the middle and pushed astern, and then . . . England!

But that is another cruise. This one is grim. A stab in the murk of moonless night. A destination known only to the skipper and a tense handful of officers. A sea infested with mechanical, man-made sharks . . . torpedoes poised for the kill. It just doesn't make sense.

\* \* \*

In a dog-race, it's a Fido finish.

\* \* \*

What ever became of Tom Mooney?

\* \* \*

"Instead of heeding editors' pleas that he stick to fiction, Winters turned his full talents to advertising."—Obit on Obie. It was good training, at that.

\* \* \*

Good headline by Birds Eye frozen foods: "I've got a one-room farm in Chicago."

\* \* \*

Buster Keaton might do a picture to be called: "Dead-Pan Alley."

\* \* \*

Hal Cook, of *Look*, says England's immediate job is to kick the "heel" out of the Italian boot.

\* \* \*

An unknown but not unwelcome contributor from Chicago sends a slogan for a certain stomach fixer-upper: "Bisma Rex for Dismal Wrecks."

\* \* \*

In the Pennsylvania deer season 15 hunters were killed. Now they know how a deer feels with a slug in its heart.

\* \* \*

Earlier on this page, I said I would not resort to columning tricks in a

January First issue. However, I think I'll stick my neck out to the extent of picking the 12 best pictures of 1940:

Gone With the Wind  
Tin-Pan Alley  
The Letter  
They Drive by Night  
His Girl Friday  
No Time for Comedy  
The Grapes of Wrath  
Foreign Correspondent  
Arise, My Love  
Lucky Partners  
All This and Heaven, Too  
Pride and Prejudice

\* \* \*

Sometimes I think the railroads are allergic to smoke, now they're electrified. So often, they provide but one smoking-car at the very end of the train. Occasionally, it's just half a baggage-car. Why not reverse the procedure and have them *all* smoking-cars except one?

\* \* \*

In the double-title manner of his era, Horatio Alger might have called it: "Tony, the Tramp, or the Ragged Individualist."

\* \* \*

At a meeting of the American Association of Advertising Agencies (known in the trade as "The 4 A's"), a poster-designer named Shepard gave a timely chalk-talk. He reminded us that 80% of a poster's readership is confined to motorists going like a bat out of you-know-where. Copy, therefore, should be short enough to be assimilated in *four seconds* . . . probably four words at the most!

\* \* \*

Worst offender in the matter of long poster-copy I can recall was a bank. Many years ago, it had a board alongside a railroad, listing a complete statement of assets and liabilities! It would have taken five minutes to digest the items and figures, not four seconds.

\* \* \*

In a Big Ben ad, it's always three seconds past eighteen minutes of four, while in a Telechron ad it's exactly eighteen minutes after eight. Don't ask me why.

\* \* \*

Thumbing its nose at those who hate puns, Florsheim talked about "A Merry Christmas and a Happy Shoe Year."

\* \* \*

Colgate twists the old beautiful-but-dumb line to read: "She looks like a million . . . but she hasn't much sense!"

\* \* \*

It has its up and downs, but the corset is here to stay.

T. HARRY THOMPSON



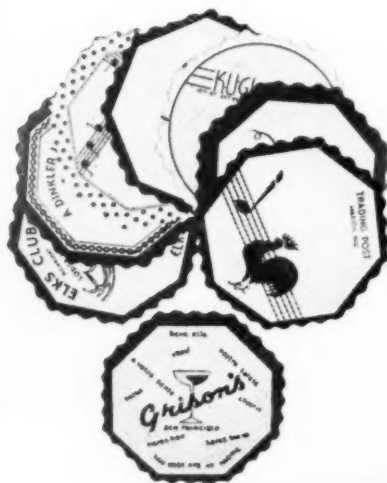
# 11 Questions About Advertising Specialties—and Their Answers

The attractive small gift which is distributed as a good will builder among prospects and customers is an advertising medium which is consistently misunderstood. Here manufacturers are given some simple A B C's about specialties which clearly define their purpose, tell what constitutes effective choice of merchandise, and explain how they fit into the remainder of the advertising picture.

BY FRANK H. WAGONER



At left are assorted lapel buttons, a key tag, spinning top, fly swatter, egg timer, compass, tape measure, knife sharpener and banks—all of which have a long life of usefulness to the advertiser.



Coasters for glasses in an infinity of designs are most popular in restaurants and taverns, but they get into the home also and reiterate brand names.

Press this plastic key-case and out slides the desired key. A product name, slogan, etc., or the recipient's name, may be imprinted on it.

**E**VERY well-rounded promotional campaign is composed of a group of related activities, linking together to produce the largest possible volume of sales.

In such campaigns we find newspaper, magazine and outdoor space used; direct mail; radio; premiums and advertising specialties. Each medium has its clearly defined function and zone of influence. Combined, the result is a definite upward curve on the sales chart.

Of all of the media in current use probably advertising specialties are the least understood, least appreciated, least used.

*What then are advertising specialties?*

Advertising specialties are articles

of merchandise, generally of utility value, that carry the advertising imprint of the giver, and are distributed among those who are customers or prospects.

*If they are articles of merchandise that are given for advertising purposes, in what respect do they differ from premiums?*

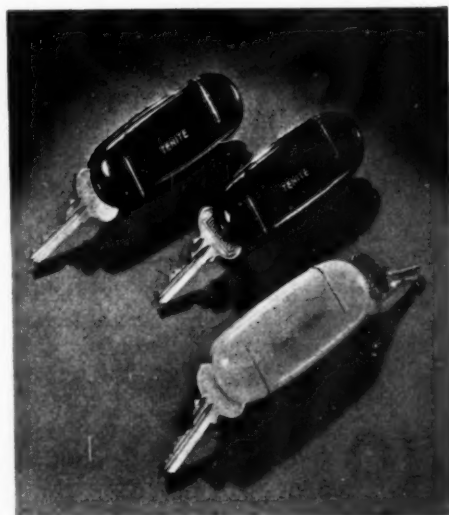
Advertising specialties are given without the requirement of a purchase as a condition of their receipt, as a good will builder, in the hope that they will bear fruit in later patronage. Premiums are always conditioned upon a purchase or the rendition of some service. Premiums do not carry any

advertising imprint, while advertising specialties do.

*Then the same article may be either an advertising specialty or a premium, depending upon how it is used?*

That is true. A mechanical pencil, with an advertising imprint, given to a customer or a prospect without the requirement of any specified purchase or rendering any designated service, is an advertising specialty. That same pencil, without any imprint, offered to those who make a certain purchase or render some required service, is a premium.

As a rule, the advertising specialty costs less than the premium, because it is given in hope of patronage to follow and often in larger quantities than a premium. Then there is another line of demarcation. Articles that are most commonly used as advertising specialties, such as calendars, wooden lead pencils, blotters, paper weights, letter openers, as well as the cheaper varieties of ash trays, do not, generally, make good premiums because people are so used to receiving them free that they are not moved to make a certain purchase or render any



SALES MANAGEMENT



# 2 Star Attractions

EVERY NIGHT and  
ALL DAY SUNDAY  
Long Distance rates  
are lower

## CLEVELAND

TO  
Detroit . . \$ .35  
St. Louis . . .90  
Atlanta . . . 1.00



## CHICAGO

TO  
Buffalo . . \$ .90  
Philadelphia 1.15  
San Francisco 2.50

## ST. LOUIS

TO  
Atlanta . . \$ .85  
Denver . . . 1.35  
Boston . . . 1.60

## WASHINGTON

D. C. TO  
Cleveland . \$ .70  
Chicago . . 1.10  
Salt Lake  
City . . . 2.50



## DENVER

TO  
Topeka . . \$ .95  
San Francisco 1.55  
New Orleans 1.65

## SEATTLE

TO  
Omaha . . \$2.00  
Chicago . . 2.50  
Portland, Me. 3.00



## LOS ANGELES

TO  
Des Moines \$2.00  
Cleveland . 2.75  
Miami . . . 3.00

## DETROIT

TO  
Newark . . \$ .85  
New York . . .95  
Dallas . . . 1.60



## ATLANTA

TO  
New Orleans \$ .85  
Miami . . . 1.15  
Oklahoma  
City . . . 1.35

## PHILADELPHIA

TO  
Boston . . \$ .60  
Indianapolis 1.05  
Kansas City 1.60

## BOSTON

TO  
Hartford . \$ .35  
Washington .75  
Birmingham 1.60



## NEW YORK

TO  
Akron . . \$ .85  
Cincinnati . 1.10  
Miami . . . 1.65

## BALTIMORE

TO  
Pittsburgh \$ .55  
Chicago . . 1.10  
Jacksonville 1.20

After seven every evening  
and all day every Sunday, Long  
Distance telephone service offers  
a bargain bill.

It's an all-star "talkie," rich in  
sound effects, full of human  
interest, featuring your favorite  
friends and relatives.

News, comedy, heart-throbs—  
you're always sure of a good show  
by Long Distance. The prices on  
this page show how *little* it costs  
for a *lot* of entertainment! ★

★ (The night and Sunday rates shown here  
are for 3-minute, station-to-station calls.  
You'll find rates to many other  
points on the inside front cover  
of most telephone directories.)



“...to keep up with rapid developments in the building field”



GEORGE L. EASTMAN, President of Security Materials Co., since 1934 has headed this business employing 100 people, dealing in lumber, reinforcing steel, concrete aggregates and building specialties. Previously he operated the George L. Eastman Co. in the building materials field and was president of the Los Angeles Chamber of Commerce. For 30 years he has read the editorial and advertising pages of the leading business papers of his industry. His letter tells you why.

No.



## GOOD BUSINESS

A survey series by Sales Management showing that key men everywhere in industry are regular readers of Business Papers . . . and why.

Sponsored by the following Business Papers receiving *unanimous* votes from a jury of disinterested experts for “honest and able editing that renders a real service”:—



# BUSINESS PAPERS

**SECURITY MATERIALS CO.**  
1131 NORTH HIGHLAND AVENUE  
LOS ANGELES, CALIF.

OFFICE OF PRESIDENT  
GEORGE L. EASTMAN

December 9, 1940.

Mr. E. W. Davidson,  
Sales Management,  
420 Lexington Avenue,  
New York City.

Dear Mr. Davidson:

Something over 30 years ago, after I had first come to California, I began reading business papers of the building industry. They have been a medium through which I have been able to keep abreast of the developments that have taken place in this industry.

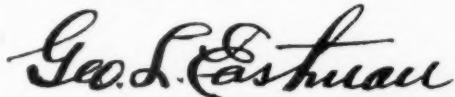
It is probably more essential now than ever before not only to keep up with the times, insofar as modern equipment is concerned, but also to be thoroughly posted in the many new laws and rulings which have been placed upon business within the last 10 years. If I had never been a reader of these journals, I should have found it necessary to acquire the habit during these times.

We read a number of construction journals. Through the news items we find where new projects are creating new business opportunities. Some of the articles deal with technical progress in the materials we sell, as well as the equipment, which is constantly changing. The editorials are valuable in the summing up of all these things, and indicate the direction of trend.

The advertisements alone, showing the development of ideas and methods, are worth far more to us than the cost of the magazines.

I am certain that any man in the construction industry would find it most difficult to keep up with the rapid developments that are taking place, without the best of these business papers -- and I find that it simply cannot be done without them.

Sincerely yours,



GEO. L. EASTMAN, President  
SECURITY MATERIALS COMPANY

## SS PAPERS BUILD BETTER BUSINESS

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AMERICAN BUILDER & BUILDING  
AGE, Chicago  
  
BAKERS WEEKLY, New York  
  
BOOT AND SHOE RECORDER,  
New York  
  
BUILDING SUPPLY NEWS,  
Chicago

CHEMICAL & METALLURGICAL  
ENGINEERING, New York  
  
DEPARTMENT STORE ECON-  
OMIST, New York  
  
HOTEL MANAGEMENT, New York  
  
THE IRON AGE, New York  
  
THE JEWELERS' CIRCULAR-  
KEYSTONE, New York

MACHINERY, New York  
  
MACHINE DESIGN, Cleveland  
  
POWER, New York  
  
RAILWAY AGE, New York  
  
SALES MANAGEMENT, New York  
  
STEEL, Cleveland

required service in order to secure them.

***What is the basic principle back of the use of advertising specialties?***

It is that of advertising to selected individuals rather than to the mass, because all buying is an individual act. Hence the use of advertising specialties might properly be called personalized advertising. In this respect it is the opposite of the mass appeal of space advertising. It goes further than that. It captures the atmosphere of a gift. It takes advantage of the fact that people are more easily influenced through the feelings than through the mind. The recipient's pride is touched. He feels that he has been selected out of the many to receive a gift, and is flattered. Good will has then and there been created, that is not measured by an appraisal of the cost of the gift, nor the position in life of the recipient. A millionaire will accept a fine calendar as freely and as graciously as a workman.

***What is the strength of the advertising appeal through the imprint on the specialty?***

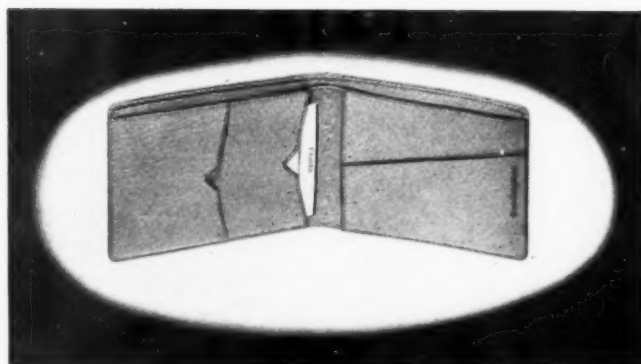
The strength of the advertising appeal lies primarily in its repetition. This is reinforced by the utility of the gift. It is longevity plus in advertising copy. The calendar on the wall or on the desk is in daily service a whole year through, and each time the eyes turn to it the advertising copy is repeated. It becomes the equivalent of 365 consecutive insertions in any medium reaching the same person. The pencil, wood or mechanical, is carried in the pocket and used several times a day, and the message of the giver is flashed as many times. The same is true of the ruler, the letter opener, the paper weight, the memo pad, the desk or pocket diary, the ash tray and any of the hundreds of other articles that fit into the day's work.

For the home or for personal use there are myriad articles from which to choose, all possessing a longevity unparalleled by any other medium. On the writer's desk is a combination letter opener, ruler and type gauge in agate and nonpareil, bearing the imprint, "N. W. Ayer & Son, Advertising," that was given to his father more than 50 years ago, and has been in constant, daily use ever since, and which is ready to be entered in any contest to discover the oldest advertising specialty in uninterrupted service.

***Are all advertising specialties given to specifically designated persons?***

No, although they ultimately reach those who are prospective purchasers

The more an advertising specialty is used the more valuable it is to the advertiser. A billfold, while it is expensive, has a long career, daily reminding the user of the giver and the latter's wares.



Perpetual calendars, a thermometer and a woman's billfold belong in the upper brackets of advertising gifts to selected customers. Their constant utility justifies their comparatively high cost.

of the product of the giver. Book matches are an example. They carry the advertising of a product used by the public generally, and in particular by smokers. They are carried in the pocket or purse and every time a match is used the message of the advertiser is flashed to the user.

Coasters, mats, bottle openers, jiggers, muddlers, menu cards are among the many that in addition to being given to selected recipients are seen at tables and bars in restaurants and cafes, and with them the message of the concern that distributed them.

Millions of specialties find their way into the hands of children through the local dealer handling the advertised product, who is responsible for their effective distribution. Toy advertising balloons are an example. Millions of them are given out annually through retail stores, usually where an adult accompanies the youngsters, and from the stores they go bobbing along the streets, spreading the message imprinted on them.

Other advertising specialties rely heavily on novelty for their attention value, often being in the form of reproductions in miniature of the product. Two outstanding examples were used by Procter & Gamble and H. J. Heinz Co. The former was a miniature cake of Ivory soap, in a white composition, fitted with a ring, so it could be worn on a watch chain, and the other was a miniature pickle, carrying the simple statement, "57 Varieties." Millions of these were distributed, and they permeated every community, until Ivory soap and 57 Varieties became household words—and the advertised products followed

into the homes of the nation. Since then many concerns have brought out miniatures of their products, and all with profit to themselves.

***What are the characteristics of successful advertising specialties?***

Most of them rely for their continued use and the permanence of the imprinted message on their utility value. As they render an appreciated service, they are retained in use, and in proportion to such service is their good will raised to a level that more quickly finds expression in patronage. However, the more the utility feature is overlaid with beauty and attractiveness in design, the longer it will be kept and the greater the longevity of the advertising message. This is particularly true of those specialties that are intended for the business man's desk. There may be a duplication of specialties received by a prospective buyer. The most attractive calendar wins the coveted wall space; those less appealing go to some other room.

***Is there any relationship to be preserved between the advertising specialty and the product?***

Yes, there is. The specialty should be one that is used by those who are prospective purchasers of the product. If the product is bought by the business man, the specialty should be something he can use in his place of business. If it is a food product and the prospect is the housewife, something for her use in the kitchen or elsewhere in the home is indicated. If it is something for the shop, then it should be something that comes in handy for men thus engaged.



# 3 Years Old

## DOG-EARED, MARKED and TORN BUT STILL GOING STRONG

Here are three copies of AMERICAN BUILDER, borrowed from the reference library of the Joseph Lumber Company, Chicago. Each is dog-eared, marked and torn from frequent handling.

Six people in the company read each issue of AMERICAN BUILDER before it goes into the reference library, where it is used in the office by contractors, or is loaned to owners, as a constant source of ideas and as a buying guide. Hundreds of important buying decisions have been made from these pages during their long and useful life.

"We never throw away a copy of AMERICAN BUILDER," says a member of the firm. "Each copy is filed in our reference library and is used regularly, particularly for reference to advertising pages, because we carry many building products that are advertised in AMERICAN BUILDER."

AMERICAN BUILDER is read by more than 70,000 active building men, including architects, builders, contrac-

tors, finance, realty and maintenance organizations, and more than 10,000 of the nation's best rated, most progressive lumber and building material dealers.

Many of these readers keep copies of AMERICAN BUILDER for years as a frequent reference source, and as a buying guide. AMERICAN BUILDER readers are active building men who have definite projects in mind when they ask for information. That is why so many AMERICAN BUILDER inquiries can be converted into actual orders and why *most* AMERICAN BUILDER advertisers have used space for more than ten years.



**The WORLD'S  
GREATEST  
BUILDING  
PAPER**

JANUARY 1, 1941

**AMERICAN BUILDER**  
AND BUILDING AGE

A Simmons-Boardman Publication  
CHICAGO, ILL. NEW YORK CITY  
105 W. Adams St. 30 Church St.



In many instances the relationship is more apparent in the message than in the specialty. A bank distributed ash trays among business men in the vicinity of the bank. The message said, "Deposit your ashes here, and your funds in the First National Bank." A manufacturer of electric refrigerators distributed ice picks. The message, imprinted on the handle, said, "No need for this with a . . . . . refrigerator." Every time the ice pick was used to chip ice there was the suggestion of the convenience of having trays of ice cubes ready for instant, convenient use.

**Are advertising specialties as valuable to a manufacturer as to a retail merchant?**

They are more valuable to a manufacturer, especially if he will call in his dealers to help in their distribution. Dealers constitute the direct link and contact with the customer, and whatever helps the dealers focus attention on, and interest in, the product results in its increased sales. Because this is true, many manufacturers confer with their dealers, securing either estimates of the number of the specialties they feel can be effectively distributed, or a list of names and addresses to whom dealers want specialties sent. In either case the prevailing practice is to have such gadgets imprinted with the name and address of the dealer, and either distributed by him or mailed to those on the list.

As a variation, frequently a letter is sent to those on the dealer's list, stating that a certain article (describing it) is being reserved for the person addressed, which may be had simply by calling at the store. The better grade calendars are often distributed in that manner, as well as a number of other articles, especially those that are either bulky or fragile.

*Where distribution of advertis-*

*ing specialties is made through the dealers, are they ever asked to bear a part of the cost?*

That is often the case, especially where the specialties are used in large quantities and their cost would be excessive for the manufacturer to carry the entire burden. In such cases the cost is divided between dealers and the manufacturer, and the specialties bear the imprint of the dealer and to all intents and purposes are his gifts to his trade. In this way the manufacturer is enabled to contract for a large quantity and thus bring the cost of the smaller quantities the dealers would use down well within their ability to handle.

This cooperative buying is most commonly employed in the case of art calendars. In many cases the aggregate of the orders mounts well over a million. But where the specialties are

low in cost or are distributed by the manufacturer direct without the intervention of the dealers, then the whole burden is borne by the manufacturer.

**Do advertising specialties then have a definite place in every promotional campaign?**

They most certainly do. They narrow the advertising appeal down to the individual, and thus they make personal the general appeal through the use of other media that may be employed. They give that long life to the advertising copy that is sustained long after the printed page has given place to more recent issues. They occupy advertising space in homes, in offices, in shops and on the person that could not be bought for any sum of money, and that space is given gladly in exchange for the general utility of the gift.

## Two-sided Auto Expense Plan Is Fair to Salesman-Owner and Firm

Frankly, there isn't any "best" system of paying for salesmen's auto expenses, because many companies have different situations. But here's one that has worked admirably for the last ten years.

BY A WEST COAST SALES EXECUTIVE

**W**E do not think that we have settled the salesmen's automobile problem, because it will never be settled. But we have developed a plan that, for us, has worked satisfactorily the past ten years.

"Salesmen" is a loose term for about 75 men in our home office who drive cars on company business, and includes executives. Our plan is in operation uniformly in other offices of the com-

pany scattered over the Pacific Coast.

Up to ten years ago, the company bought the cars and paid all costs. This was unsatisfactory from the standpoint of care—cars were sometimes abused, and accidents were more frequent than they have been under the present plan.

Today, the men buy and own their cars, mostly Fords, Plymouths and Chevrolets, with higher-price cars for those whose position demands them.



The company decides what type of car a man shall own, for doing his company work.

Auto expenses are of two kinds: Those based on mileage, and those that run along whether the car is driven or not. We started thinking out this problem by separating the two kinds of expense, beginning with mileage.

On the basis of 18 miles to the gallon, with gas at 16 cents, and \$1.50 worth of oil every 1,000 miles, plus fair allowances for tires, repairs, etc., we reached a figure of 2.2 cents a mile. This figure is used uniformly in paying expense accounts, and has proved fair to everybody.

On the basis of \$4 a month for insurance, \$13 a month depreciation on a low-priced car, and other fixed cost items, we allow \$20 a month a car. On higher-price cars, of course, these allowances are increased.

Under a plan that lumps fixed costs with mileage, in an over-all rate per mile, the salesman who owns his car, and drives only 500 miles a month, is at a disadvantage compared to the one who drives 2,000 or 3,000 miles, as some of our men do. Payments to the former for mileage do not cover his depreciation. He has to take a loss when he trades in his car for a new one. On the other hand, the salesman who runs up heavy mileage may make a profit on depreciation.

### It's an Honor System

Under our plan, each man gets his \$20 a month fixed costs, regardless of how much he drives. Mileage is governed by the kind of work the salesman happens to be doing at any time, the number of customers he is serving, the way they are scattered, the state of general business, and similar factors. A man may drive thousands of miles one month, and only hundreds the next. Among 50 or 75 men, the straight mileage method of compensation doesn't even up. So the men prefer the uniform fixed charge.

When the salesman turns in his report of mileage each month, he gets \$2.20 per 100 miles. Practically all our men use their cars for private purposes, and we rely upon their own reports for the company mileage.

Some of the men keep day-to-day records, and others rely on estimates. This "honor system" works well. Our men are not of a calibre to make a few extra dollars on mileage—they make their money selling.

However, the separate allowance for mileage minimizes any overcharges that might occur, unintentionally or otherwise. Because an extra 100 miles would cost the company \$2.20, instead of \$5 or more if everything was com-

pensated for in an inclusive mileage rate.

Under personal ownership, much better care is taken of cars, and there have been fewer small accidents involving money damage.

The cars are still regarded as a fleet in regard to such expenses as insurance, tires and repairs. We have a group insurance policy which makes insurance more economical than if it were carried by the individual driver, and savings are effected by sending a large volume of tire and repair business to selected dealers. (The amount of business they get monthly makes them careful about the bills rendered the individual car owner.)

Let me repeat, the problem of the salesman's car is always on the list of problems which are likely to come up for fresh consideration at any time, and our plan might not work at all in a business different from ours—construction supplies. But it has worked well for us through ten most variable years. As long as it does, we will stick to it.

### Newsweek Goes on the Air

Newsweek takes over sponsorship of "Ahead of the Headlines" show on 23 stations of the NBC-Blue network beginning January 2. Previously the magazine's editors had presented it for Knapp Monarch electric shavers. It will be on Thursday evenings from 10:30 to 10:45. Tracy-Locke-Dawson is agency.

### Clients served:

(In order of appointment)

Liggett & Myers Tobacco Co.  
Western Electric Company  
Loose-Wiles Biscuit Co.  
Association of American Soap and Glycerine Producers, Inc.  
Group IV, Savings Banks Association of the State of New York  
Bank of the Manhattan Company  
Bigelow-Sanford Carpet Co.  
American Telephone & Telegraph Co.  
The Equitable Life Assurance Society of the U. S.  
Copper & Brass Research Assn.  
White Rock Mineral Springs Co.  
L C Smith & Corona Typewriters Inc  
The Texas Company  
Beech-Nut Packing Company  
Hartford Fire Insurance Company  
Hartford Accident and Indemnity Co.  
United Brewers Industrial Foundation  
Holmes & Edwards Division,  
International Silver Company  
Thos. Cook & Son—Wagons-Lits, Inc.  
Air Conditioning and Commercial Refrigeration Department,  
General Electric Company  
Pepsi-Cola Company  
General Baking Company

## Newell-Emmett Company

Incorporated

Advertising • Merchandising Counsel

40 EAST 34TH STREET, NEW YORK

"NOT HOW MUCH, BUT HOW WELL"

# Marketing Flashes

**[1941 Will Have More "Weeks" Than Your Calendar]  
Shows — Rest Pauses for Workers Grow in Favor]**

## Package Crystal-Gazing

The Packaging Council of American Management Association recently conducted a symposium on the future of packaging, packing and shipping. (It was in connection with the 1941 Packaging Exposition and Conference, Hotel Stevens, Chicago, April 1-4.) Scores of package authorities outlined their views of what's ahead. The consensus:

A greatly increased use of plastics of all types, both transparent and opaque, providing plastic containers for a broad range of products now restricted to metal and glass, with the plastics milk bottle a probability within ten years.

The rise of transparent packaging to a dominant position, particularly in the direction of visible windows and open tops for opaque packages, and the development of new transparent packaging materials.

An increase in the use of small unit packages inside the larger, regular package, particularly in foods where freshness is a primary consideration and in pharmaceutical supplies, where unit dosage is desired; but, concurrently, in other fields a greater use of bulk packages for economy.

Development of transparent packaging of materials in free liquid, particularly in small packages, and a concurrent increase in the use of fiber containers for liquids.

## Nelly Don Week

Donnelly Garment Co., Kansas City, celebrates its silver anniversary week January 6-12. Mrs. James A. Reed, president, who is known as Nelly Don, has become a legendary figure in the trade. As one fashion authority says, "Twenty-five years in any business is noteworthy. Twenty-five years in the dress business is a modern miracle."

Depression boomed the low-priced Nelly Don line of daytime clothes for women. Over 2,000 exclusive Nelly Don accounts from Miami to Tacoma

Our thanks to National Retail Dry Goods Association for permission to print these excerpts from its "1941 Sales Promotion Calendar." Besides containing many more special events than we have space to print, that calendar contains a wealth of promotional and sales information. It is available to non-members of NRDGA for \$2.50.

today prove that Nelly was right in refusing to "go East young woman" to New York. Not all the dress designing and manufacturing successes are there, as Nelly and KC prove.

These stores are cooperating in a Nelly Don Week, with newspaper and direct mail ads, fashion shows, souvenirs and general whoopla for the line—from 89-cent Handy Dandy aprons to \$12.95 dresses.

## Time Out for Tea

British workers are going to get more short pauses for a cup of tea and a bite during working hours if employers follow the advice of Minister of Labor Ernest Bevin. This informa-

## Special "Weeks" in 1941

EVENT	DATE	SPONSOR
American Toy Fair in New York	Mar. 17-29	Toy Manufacturers' Association 200 Fifth Avenue, N. Y. C.
Apple Week, National	Oct. 31-Nov. 6	International Apple Association 1108 Mercantile Bldg., Rochester, N. Y.
Automobile Show, New York	October	National Automobile Association 366 Madison Avenue, N. Y. C.
Baby Week, National	Apr. 28-May 3	Earnshaw Publications, Inc. 71 West 35th Street, N. Y. C.
Baseball Week, National	Mar. 29-Apr. 5	"Sporting Goods Dealer" St. Louis, Mo.
Be Kind to Animals Anniversary	Apr. 20-26	American Humane Association 135 Washington Ave., Albany, N. Y.
Better Homes Week, National	Apr. 27-May 3	Purdue Research Foundation Lafayette, Ind.
Better Parenthood Week	Sept. 22-28	"Parents'" Magazine 52 Vanderbilt Avenue, N. Y. C.
Better Light—Better Sight Month	October	Better Light—Better Sight Bureau 420 Lexington Avenue, N. Y. C.
Book Week	Nov. 16-22	Book Week Committee 62 West 45th Street, N. Y. C.
Business Show, National, in N. Y.	Feb. 3-8	National Business Show Co. 50 Church Street, N. Y. C.
Child Health Day or May Day	May 1	Children's Bureau, U. S. Dept. of Labor Washington, D. C.
Cotton Week, National	May 16-24	Cotton Textile Institute 320 Broadway, N. Y. C.
Demonstration, National Retail	Sept. 15-19	National Retail Dry Goods Assn. 101 W. 31st Street, N. Y. C.
Display Week, National	Mar. 3-8	International Assoc. of Display Men "Evening Star" Bldg., Washington, D. C.
Dog Week, National	Sept. 21-27	National Dog Week Committee 3323 Michigan Blvd., Chicago, Ill.
Donut Week, National	Oct. 26-Nov. 1	Doughnut Corp. of America 1170 Broadway, N. Y. C.
Egg Week, National	May 1-7	National Poultry Council East Greenwich, R. I.
Father's Day	June 15	Father's Day Committee 9 East 41st Street, N. Y. C.
Father and Son Week	Nov. 10-16	International Council of Relig. Education 203 N. Wabash Avenue, Chicago, Ill.
Felt Hat Day	Sept. 13	Hat Institute 358 Fifth Avenue, N. Y. C.
Fire Prevention Week	Oct. 5-11	National Board of Fire Underwriters 85 John Street, N. Y. C.
First Aid Week, National	May 18-24	National Assn. of Retail Druggists 205 W. Wacker Drive, Chicago, Ill.
Fishermen's Week, National	Apr. 26-May 3	"Sporting Goods Dealer" St. Louis, Mo.
Foot Health Week, National	Apr. 21-26	National Foot Health Council Phoenix Bldg., Rockland, Mass.
Foreign Trade Week	May 18-24	U. S. Chamber of Commerce Washington, D. C.
Furniture Week, National	Oct. 4-11	National Retail Furniture Assoc. 666 Lake Shore Drive, Chicago, Ill.

(Continued on facing page)



tion is passed along by Benjamin Wood, managing director of Tea Bureau, Inc., N. Y.

Although Mr. Bevin's endorsement of rest-pauses is the first by H.M.'s Government, the British National Institute of Industrial Psychology has studied the subject exhaustively and showed that such pauses increase production, improve health and morale, lower absences. Tea is the most popular beverage at most English factories.

In the same mail-with Mr. Wood's letter is one from Continental Coffee Co., Chicago, describing how uniformed waitresses bring hot tea and coffee to workers and visitors in its office at 3:30 every afternoon. Result: Renewed vitality, higher output, more cheerfulness.

Numerous other American companies follow the same stop, sip, munch routine during working hours for the same reasons. It's a custom that is growing in favor here, and not only among tea and coffee concerns.

## Exhibit Guide

During the 1939 sessions of the New York and San Francisco World's Fairs, a group of staff members of the New York Museum of Science and Industry made a study of the exhibition techniques and practices demonstrated in these exhibitors' paradises. Last month the correlated findings of the surveyors was published by the Museum in a 130-page book, "Exhibition Techniques."

Because more than \$150,000,000 was spent "in every conceivable way to present the most effective exhibits possible to entertain, educate, publicize, and promote a vast array of governmental, scientific, industrial and other organizations and activities throughout the world" at the New York Fair, most of the data presented in the book are from that exposition. The San Francisco Exposition contained relatively few industrial exhibits as compared with the New York Fair, the book points out, and thus survey work at San Francisco was concentrated on a study of outstanding exhibit techniques, and correlated with data gathered on the N. Y. Fair in one study.

The editors have reduced the material gathered to common denominators (entertainment value, the story, relation to life, character of items, explanation, traffic flow, souvenirs, comfort, music, originality, design, use of light, color, accomplishments, desirability for future use, impressions, demonstrations and attendants) and have described the uses to which such various types of materials as structural glass, plastics, luminous paints, etc., were put.

## Special "Weeks" in 1941

(Continued from facing page)

EVENT	DATE	SPONSOR
Golf Week, National	May 10-17	"Sporting Goods Dealer" St. Louis, Mo.
Grocers' Week, National Retail	October	Nat. Assn. Retail Grocers 360 N. Michigan Avenue, Chicago, Ill.
Hardware Open House, Nat. (Spring)	May 1-10	Nat. Retail Hardware Assn. Security Trust Bldg., Indianapolis
Hardware Open House, Nat. (Fall)	Oct. 2-11	Nat. Retail Hardware Assn. Security Trust Bldg., Indianapolis
Hobby Week, National	Dec. 25-Jan. 1	Hobby Guild of America 11 West 42nd Street, N. Y. C.
Hospital Day, National	May 12	American Hospitals Assn. 22 E. Ontario Street, Chicago, Ill.
International Association of Display Men's Convention in Chicago	June 23-26	Inter. Assoc. of Display Men "Evening Star" Bldg., Washington, D. C.
Letter Writing Week, National	Oct. 5-11	Paper Stationery and Tablet Mfrs. Assn. 527 Fifth Avenue, N. Y. C.
Luggage Week, National	June 9-14	Luggage and Leather Goods 1170 Broadway, N. Y. C.
Maritime Day, National	May 22	National Maritime League 11 Broadway, N. Y. C.
Mother's Day	May 11	Orig. by Ann Jarvis, Philadelphia, 1908 Proclaimed by President Wilson, 1914
Music Week, National	May 4-11	National Music Week Committee 45 West 45th Street, N. Y. C.
Nationally Advertised Brands Week	Oct. 2-12	"Drug Topics" 330 West 42nd Street, N. Y. C.
National Retail Demonstration	Sept. 15-19	National Retail Dry Goods Association 101 West 31st Street, N. Y. C.
National Retail Grocers' Week	October	National Assn. Retail Grocers 360 N. Michigan Ave., Chicago, Ill.
Notion Market Week Notion Week, National	Feb. 3-8 Apr. 21-26 }	National Notion Association 1170 Broadway, N. Y. C.
Outdoor Cleanliness Day	May 21	Outdoor Cleanliness Association 111 East 48th St., N. Y. C.
Peanut Week, National	Jan. 23-31	National Peanut Council 312 American Bank Bldg., Suffolk, Va.
Pharmacy Week, National	Oct. 19-25	American Pharmaceutical Assn. 2215 Constitution Avenue, Wash., D. C.
Prosperity Week, National	Dec. 1-6	Christmas Clubs 341 Madison Avenue, N. Y. C.
Raisin Week, National	May 11-17	Fresno Co. Chamber of Commerce 1039 H Street, Fresno, Cal.
Restaurant Week, National	May 5-11	National Restaurant Association 666 Lake Shore Drive, Chicago, Ill.
Sew and Save Week, National	Feb. 22-Mar. 1	National Needlecraft Bureau 385 Fifth Avenue, N. Y. C.
Silk Parade	Sept. 22-27	International Silk Guild, Inc. 250 Fifth Avenue, N. Y. C.
Swim-for-Health Week, National	June 23-28	National Swim for Health Committee Martin Stern, 122 E. 42nd St., N. Y. C.
Tea Week (Hot) Tea Week (Iced)	Jan. 26-31 June 29-July 5 }	Tea Bureau, Inc. 500 Fifth Avenue, N. Y. C.
Tennis Week, National	May 24-31	"Sporting Goods Dealer" St. Louis, Mo.
Thrift Week, National	Jan. 17-23	National Thrift Week Committee J. Robert Stout, 22 Park Place, N. Y. C.
Tobacco Week	Jan. 12-18	National Assn. of Tobacco Distributors 200 Fifth Ave., N. Y. C.
Toy Fair, American	Mar. 17-29	Toy Mfrs. Assn. of U. S. 200 Fifth Avenue, N. Y. C.
Wine Week, National	Oct. 12-19	Wine Advisory Board 82 Second Street, San Francisco, Cal.

# Tactics That Sold \$333,000 Worth of Stokers in Five Years

J. M. Staub, pace-setter for Iron Fireman's hard-hitting field organization, tells a SALES MANAGEMENT reporter how he finds prospects, and how he leads them to the dotted line.

Based on an interview with

**J. M. STAUB**

*District Manager, Commercial Accounts,  
Iron Fireman Manufacturing Co.,  
Chicago*

**T**HE first condition that J. M. Staub, Iron Fireman's greatest producer in dollar sales, laid down was that the interviewer must see him on a Saturday, when his week's work had come into a lull, which seemed reasonable. He's a busy man. When the hour came, and the reporter was all set, he laid down his first rule for salesmanship. It was:

"If you expose yourself to enough people who have scarlet fever you'll get scarlet fever."

What he meant by that, he explained, was:

*"Make enough contacts."*

Making contacts, he remarked, doesn't mean just meeting people. It means meeting the right kinds of people, people who are logical and legitimate prospects for stoker sales. The cream of these, he feels, are real estate men who manage properties; representatives of insurance companies which, in recent years, whether they like it or no, have taken title to buildings and groups of buildings; property managers for banks which, ditto, find themselves in a similar position.

## Pleased Users are Gold Mine

The smarter salesman, he insists, if he is to maintain a top position in sales, must retain friendly contacts with janitors and engineers of buildings, and owners of buildings—after the installations are in and operating—because his records show that 53% of all sales come from tips given by pleased users of stokers.

One of the rather bright things that his department does each Fall, just as the heating season starts, is to invite janitors to the Chicago headquarters of the company for a post-graduate course in stoker handling. They are told how to operate stokers to get the greatest number of B.T.U.'s out of a ton of coal; how to guard against breakdowns and prevent necessity of



Star Salesman J. M. Staub

Mr. Staub is Iron Fireman's champion stoker seller. Chicago, too, is Iron Fireman's No. 1 sales territory. Mr. Staub is a consistent man. He earned the company title of "Top-Topper" in 1938, again in 1939 and seems on the road to election for a third term in 1940. He has personally sold more than one-third of a million dollars worth of stokers in five years. SM detailed its Chicago staff writer to hunt Mr. Staub out and find how come he gets so many names on the line. This is his story.



repairs; how to save themselves unnecessary toil and trouble.

To get them to come in happily they are given a buffet supper and a keg or two of brew may be tapped. They are taken on in limited groups, so that all may be met personally and buzzed a bit for prospects in their neighborhood. It's like washing gravel to find gold. Some pay ore is usually found in the pan.

When Mr. Staub and his salesmen get to the prospects they go armed. Their first appeal is the dollar appeal. They point out:

1. How dollars can be saved

through fuel savings; how lower-priced coals can be burned if an efficient stoker is used.

2. How the stoker provides more uniform heat and an every-ready ample supply of hot water, thus giving tenants more satisfaction and happiness, and so reducing tenant turnover.

3. How a stoker eliminates smoke, and so enables operation without fear of violating the smoke ordinance.

4. How the stoker, especially in the larger buildings, cuts down boiler room labor and frees the operator so that he can do other necessary work around the building.

"If you are following me you will see that we are selling ideas before we try to sell stokers," he pointed out. "When we get around to the time to make the sale we find that we have some immediate helps. These are (a) a picture of the type of installation we are suggesting, with some simple printed matter which we can use to bring out specific points; (b) the prestige of the company; and, (c) our national advertising.

## Talk Prospect's Language

"More, if the prospect is a laundryman, the proper thing to do is to concentrate upon a laundryman's requirements and talk in a laundryman's language. I discuss his needs for sufficient steam at all times to keep his mangles going, etc.

"I don't ask him to take my word alone for it. I have testimonial letters from other laundrymen—some of them perhaps are men he knows—to back me up. That is usually a clincher. It's pretty hard to pick a hole in evidence like that. Sometimes I take him around and show him a laundry installation and let him talk to the owner.

"When I am trying to sell an apartment house operator I have a different line of reasoning. I point out to him that ordinarily his fuel costs will run one-sixth of his gross rental. I tell him that with one of our stokers he can cut his fuel costs approximately 30% and at the same time reduce his decorating costs. How? Well, satisfied tenants stay. Dissatisfied customers go. Whenever a new tenant comes in the owner almost always has to do a complete job of redecorating. If the new tenants don't come in promptly there is a loss from vacant time. Very simple, isn't it?

"On top of that, if the property happens to be for sale, I've got another clincher. Sales values are based on net income. If an owner can reduce his overhead \$600 a year, due to fuel costs, he can ask and hope to get

as much as \$6,000 more for his building. The best argument in the world is dollars."

Back in the days of his youth Mr. Staub was a police reporter and fire wagon chaser for Chicago newspapers. His reportorial career, however, gave out when he got married. He learned that two can't live for the cost of one, so he decided to try sales work. He hooked on as stoker salesman for a company that sold stokers on the side to increase and protect its coal sales. That was 14 years ago. Five years ago he went with Iron Fireman and he has been with that company ever since.

Out of his newspaper years he brought something very definite—a knowledge of the value of details. Also he learned to use a direct vocabulary. Ex-reporter Staub, a believer in leg-work, something he inherited out of his old days, succinctly suggests to every salesman:

"... A hell of a lot of calls. Always be in a prospect's office or on your way to one."

When he started out, he says, a stoker salesman would be considered pretty good if he made 25 sales a year. Today to be good he must make 125 to 150 sales. Men who are producing now must follow this course:

"Dig, dig, dig. Keep digging all the time, digging up prospects; always enough of them on hand; never any time to twiddle thumbs.

### After Sale, Follow Through

"After a sale's made, follow up. See that the customer is satisfied; that everything is working out. A pleased customer means leads. He makes the digging for prospects easier.

"Keep your direct mail flowing to your prospects.

"Give the prospect a chance to talk. When he talks you have a chance to find out what he's thinking about; what his troubles are. If he mentions smoke he has smoke among his troubles. That's the time to bring out those testimonial letters telling how stokers have cured smoke problems.

"Take steps to get your prospect out for a demonstration. Take him to installations in his own line of business."

Champ Staub, for the use of himself and other Iron Fireman salesmen, has worked up a tactical operation which calls for these steps:

1. Develop a full presentation which includes a thorough and complete mechanical and sales survey. Don't limit it to mechanical equipment and boiler room layout. Survey and measure your prospect's needs and obtain all the necessary information to point out those needs to him.

2. Make a complete presentation bringing out all the salient facts which apply to the prospect's particular needs. Make your presentation personal and individual. Point out the advantages of *your* stoker.

3. Appreciate the absolute necessity of demonstrating a similar installation. If you are selling an apartment demonstrate an apartment job; if a laundry, a laundry installation.

4. Don't forget the testimonial letters. Select them so that they'll cover instances where the problems were identical or at least similar. Letters overcome objections better than any other argument.

5. Act to eliminate competition.

Suggest that he consider only two or three of the leading makes. That cuts down the number you have to contend with. Concentrate on proving that Iron Fireman is best regardless of cost.

6. Push for an order only *after* you have made a full and complete presentation and have made a thorough demonstration. Don't assume that the buyer knows as much about stokers as you do. Don't go into the close too quickly.

Domestic stokers may be sold on the first call, Mr. Staub says, but commercial stokers almost never. Commercial and industrial stokers almost always require a careful build-up and continued, detailed salesmanship.

## Off to a Good Start

If you hear any except optimistic notes about the immediate future of business and of advertising—whether aimed at selling direct or through dealers—show them these figures:

► Popular Mechanics for January, 1941 carried 241 display advertisements. Sixty-one were for goods sold through retail outlets. One hundred eighty were for goods or services sold direct.

► For January, 1941, Popular Mechanics carried 846 Classified advertisements and 168 were from advertisers that had not used the section within a year.

► That's over a thousand advertisers off to a good start in gaining the important mechanically-minded man market of Popular Mechanics in 1941.

You can catch March—an issue of high circulation on sale February first—if your classified copy reaches Chicago on January 8th and your display advertising is in our Chicago morning's mail, Monday, January 13th.

**POPULAR MECHANICS**  
*Magazine*

200 East Ontario Street, Chicago • New York • Detroit • Columbus



# Readership Study Spikes Some of Advertising's Pet Superstitions

Part III\* of an analysis in three parts of some of the findings from the Continuing Study of Newspaper Readership sponsored by the A.N.A. and the Four A's. This article deals with the effect of layout and copy treatment on readership of newspaper advertising.

Based on an interview with

**LOUIS HONIG**

*Director of Research, Erwin, Wasey & Co.,  
San Francisco*

**W**HAT kind or kinds of copy treatment and layout can be depended upon to make the strongest appeal? This question is one which almost any advertiser would give a lot to have answered with authority, and to which 12 different advertising experts might be depended upon to give 12 different replies.

Our study of six types of copy treatment and of general or conventional treatment reveals that certain kinds of advertising have a tremendous appeal and win readership far in advance of other kinds of layouts.

In making our researches we followed the same methods as in studies I and II, using the same facts and figures presented by the Advertising Research Foundation. In this study median figures were taken.

Six types of advertising were chosen for our purpose (see Graph E). These were: Believe it or not type of copy (three cases), advertising featuring recipes (23 cases), comic treatment (42 cases), advertising with dominant illustrative matter (96 cases), strip treatment (31 cases), advertising with predominant white space (27 cases). All other types of treatment were lumped together as general advertising.

Reactions of the men and women were checked with respect to three degrees of impression made by the advertising:

1. Seeing the advertisement  
(Graph E)
2. Reading the headline  
(Graph F)
3. Reading some copy  
(Graph G)

The findings show conclusively that

there is a very wide range of appeal between certain of the classifications, with believe it or not type of copy and advertisements containing recipes a long way in the lead, but comic, dominant illustration and strip treatment also rank high in winning readership. There is variation depending on whether the copy is merely seen, impresses by its headline, or wins

readership of some of its copy.

In the first classification, seeing the advertisement, believe it or not treatment was way up in the scale of copy appeal with women, scoring a 69.8 per line per 100,000 readers, though it was lower for men, only 34.9 effective. Copy containing recipes won 55.2 attention from women, 9.6 from men—an understandable discrepancy, since the message was aimed at women. Comic treatment advertising was seen by 34.8 of women, 26.8 of men. Advertisements with dominant illustration came close to comic treatment, with 29.2 visibility for women, 26.1 for men; strip treatment follows close behind dominant illustration treatment; advertising with dominant white space loses out with women, who give it only 11.7 attention, but it ranks equal to strip type copy for men with 22.2 visibility. General advertising is at the foot of the scale in appeal for both sexes, scoring 13.9 for men, 13.3 for women.

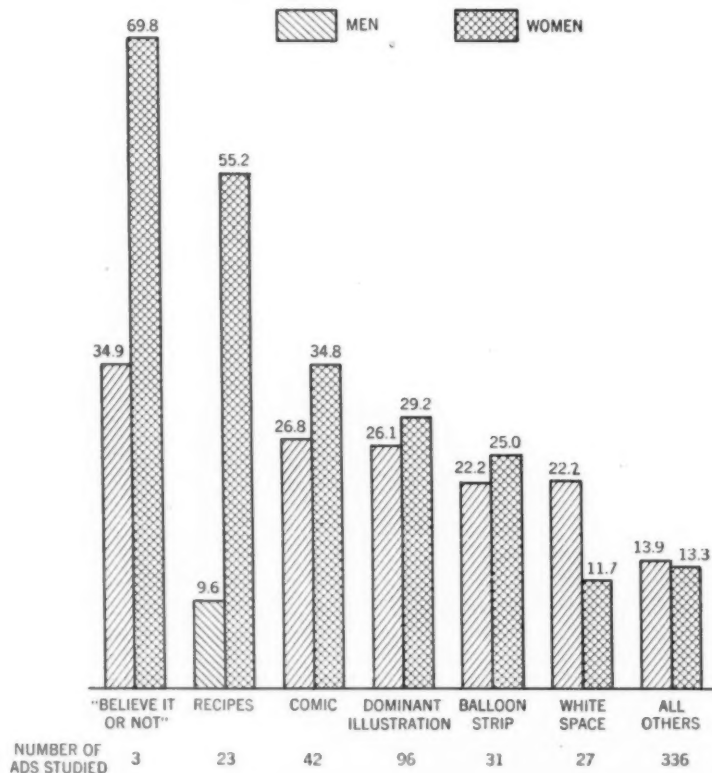
Believe it or not copy is dropped from our second classification (Graph F), studied from the point of view of reading the headline, for, of course, no headline is involved. This brings copy featuring recipes far in advance

Chart E

## EFFECT OF LAYOUT AND COPY TREATMENTS ON READERSHIP OF NATIONAL ADVERTISING

### 1. BASED UPON SEEING THE ADVERTISEMENT

(Readership per line per 100,000 circulation)



\* Parts I and II of Mr. Honig's analysis appeared in the December 1 and December 15, 1940, issues of SALES MANAGEMENT.



# *Boost*

## **YOUR ADVERTISING BUDGET IN SOUTHERN CALIFORNIA NOW!**

**Here's The Nation's No. 1 Market!**

**Over a billion dollars in Defense expenditures!**

Providing airplanes, airplane engines, ships, homes, buildings, munitions, and other vital defense equipment.

**Already better than 200,000 NEW WORKERS... new millions in payrolls for daily needs and luxuries.**

And more thousands of skilled workers coming to meet housing shortage and compulsory factory expansion.

**In Los Angeles County alone employment is up 24% over high '39 — payrolls up 30%!**

**Think of it! Over a billion dollars on top of an already fabulous income derived from Oil, Movies, Agriculture and Tourists.**

**Don't say we didn't tell you! The market's here! — rich, powerful, free spending! You can't overlook it! Your competition won't! America's No. 1 Market deserves more of your advertising dollar NOW!**

For real action — The Los Angeles Examiner continues to be the greatest single-force in this RICHER MARKET. Powerful, influential, The Examiner offers you the greatest circulation spread of any newspaper in Southern California. Hit Southern California through the Los Angeles Examiner now and in '41 for greater sales!

### **YOUR GREATEST FORCE!**

The Examiner with 220,195 daily and 556,762 Sunday circulation has the largest circulation of any morning paper in the area, with the lowest milline rate of any standard newspaper in the Los Angeles Territory.

# **LOS ANGELES EXAMINER**

*Represented Nationally by the RODNEY E. BOONE ORGANIZATION*

JANUARY 1, 1941

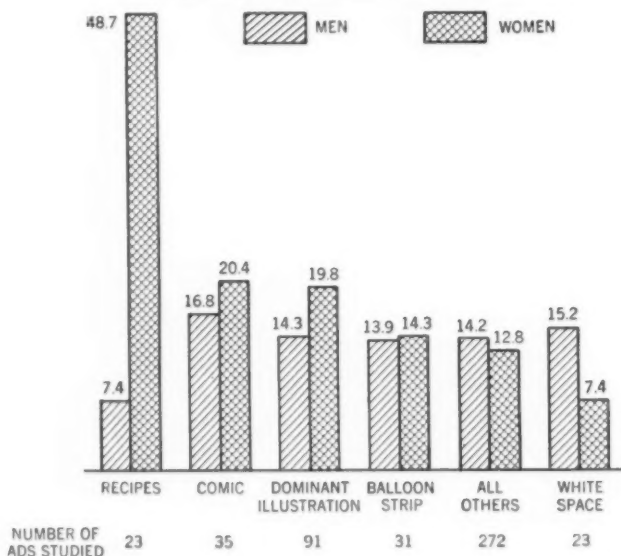
[ 43 ]

Chart F

## EFFECT OF LAYOUT AND COPY TREATMENTS ON READERSHIP OF NATIONAL ADVERTISING

### 2. BASED UPON READING THE HEADLINE

(Readership per line per 100,000 circulation)



of all other types of advertising treatment. Recipe advertising is read over four times as much as the general classification. While it is true that in the recipe classification only advertising appealing to women was chosen, and general advertising for the most part might appeal to both sexes, nevertheless, the difference in appeal is very much greater than could be accounted for by this factor alone. In the headline reading test, comic and dominant illustration treatments show up well, especially with women, with strip and general type nearly equal with one another for both sexes; and dominant white space again showing up well with men, poorly with women readers.

In our third study, based on reading "some copy" (Graph G), believe it or not advertising makes an almost equally good showing for both sexes with 34.9 appeal for men, 36.1 for women; and copy featuring recipes is again well in the lead with women, 42.2 on readership of copy. Comic, dominant illustration, strip, general, and white space are much less effective in winning readership of copy beyond the headlines. The showing is almost equal for men and women, with women apparently more inclined to read on into the advertisement than men, except where white space is dominant.

It is worth noting that dominant illustration copy shows up better in the first test of being seen, than in the tests for reading of headlines and "some copy." Evidently, the fact that an illustration has attracted attention to an advertisement is no further

As we have seen, in headline readership, recipes are way out ahead, but strip, comic and general types of treatment evidently are almost equally effective in winning the attention of the reader.

When it comes to actual reading of copy, outside of the recipe advertising and believe it or not, there is not a great deal of difference in the readership of the various types of advertising, although comic and strip treatment rate better than average. We can conclude that strip treatment is a good way to get copy read; but evidently nothing can equal the featuring of recipes for winning feminine attention; and believe it or not treatment has tremendous appeal for both sexes as compared with other types of advertising treatment.

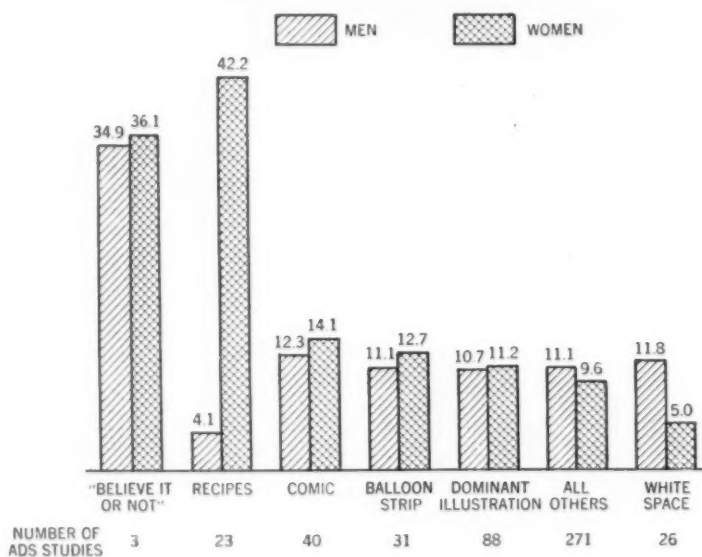
There is a widespread conviction that balloon heads are better than average headlines for securing readership of advertising. However, when a check was made, this belief appeared to have no foundation. Of the cross-section chosen for study, it was found that 67% of men readers read balloon

Chart G

## EFFECT OF LAYOUT AND COPY TREATMENTS ON READERSHIP OF NATIONAL ADVERTISING

### 3. BASED UPON READING "SOME" COPY

(Readership per line per 100,000 circulation)



guarantee that it will aid in getting headline or copy read.

Along with dominant illustration treatment, comic type and strip advertisements show up almost two and three times more effectively than general advertising in visibility—in making the initial visual impression that the advertiser hopes may lead to his message being read and digested.

headlines, and 72% of the women readers; the average for the two sexes is 72%. On all headlines, 67% of the men read average headlines, 71% of the women, giving an average of 70%. Balloon headlines, therefore, would seem to be no better and no worse where visibility and readership are concerned.

If the average advertising and ad-



vertising copy writer can get a baby or a child into his advertising, he is happy. This belief appears to have justification, for an Erwin, Wasey test of this tradition showed 45% greater readership by both men and women of advertising containing children, though the figure was somewhat higher for women.

### Correction: Honig Articles

In Part I of Mr. Honig's analysis, which appeared in SALES MANAGEMENT for December 1, in Chart C, appearing on page 48, the line "Based upon readership per line per 100,000 circulation," should have read, "Based on percentage of total readership." The figures on readership of financial pages should show 30% readership by men, 20% by women. Please correct your copy.—THE EDITORS.

### Minnesota Savings & Loan Wins Advertising Prize

Minnesota Federal Savings and Loan Association, of St. Paul and Minneapolis, for the second consecutive year has won first prize in the advertising and promotion competition held each year under the auspices of the United States Savings and Loan League. The prize, a bronze trophy, was awarded at the league's 48th annual convention held recently in Chicago. It was given for the five-panel advertising display entered in the exhibit.

These five panels pictured the organization's methods of handling various phases of sales promotion:

**Newspaper Advertising.** A series of Page 1 advertisements, run throughout the year. Results, 323 new accounts totaling \$195,804 obtained through these ads in 12 months.

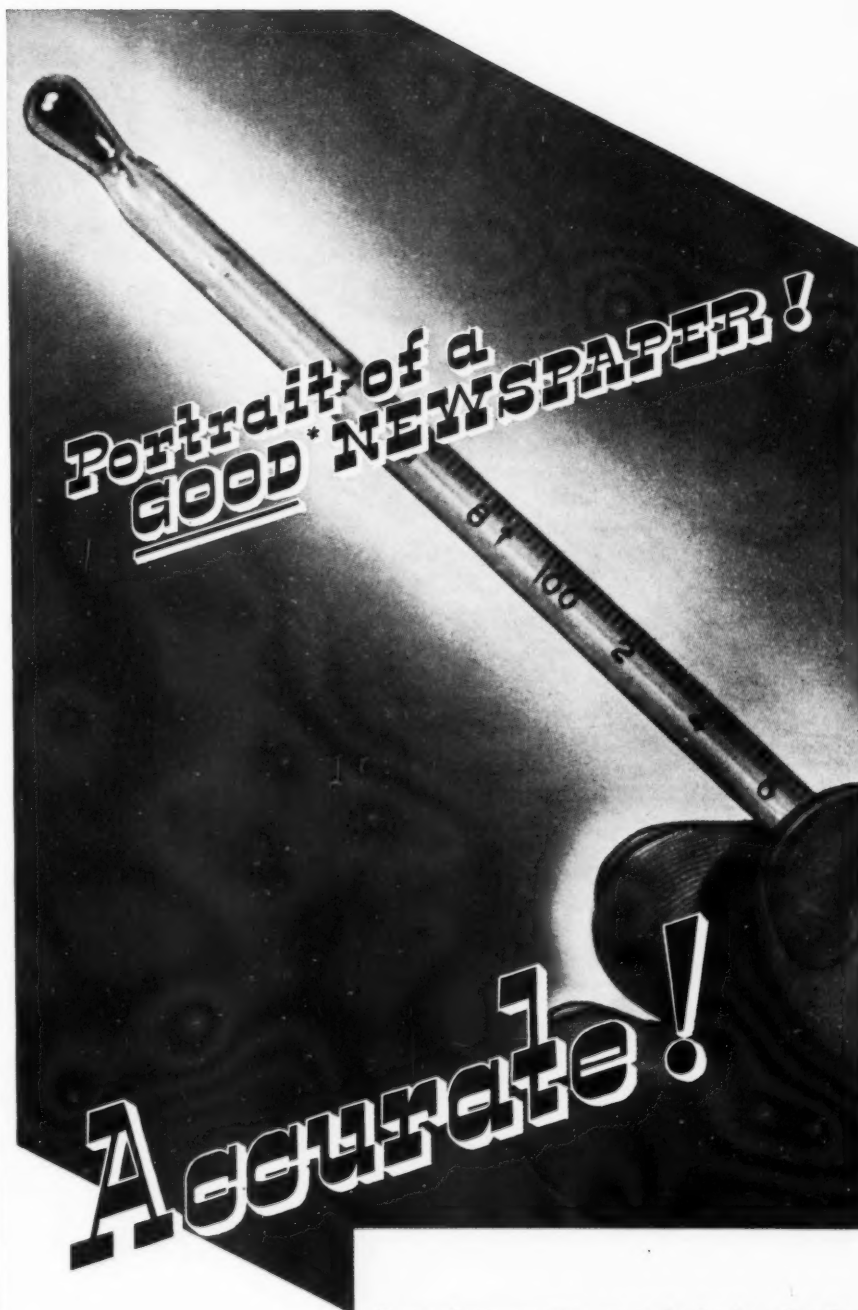
**Radio Programs.** Running regularly, two programs, over WTCN and WLWL, of Minneapolis-St. Paul. Results, 243 accounts (savings funds) totaling \$139,271 credited to radio in 12 months.

**Public Relations.** Lounge, rooms and facilities available to the public. Results, 305 meetings held in 12 months with total attendance of 20,185.

**Outdoor Advertising.** Spectacular posters, 68 feet long. These command attention and present institutional advertising impressively.

**Window Displays.** Timely window displays, used to great advantage in the Minneapolis offices, create immediate interest and provide an ideal presentation of institutional messages. Result, these latter mediums produced 505 accounts totaling \$179,285 in 12 months.

Luther Weaver & Associates, St. Paul, is the agency.



A good newspaper reports facts, clearly, concisely, impartially . . . facts for its readers . . . facts for its advertisers. The Journal is a good newspaper.

### CONTENT

The Daily Journal publishes all the news of all the world the same day it happens.

### ADVERTISERS

The Daily Journal is first in local, general and total advertising, first 11 months of 1940.

(Figures from Media Records)

## The JOURNAL

Portland's Afternoon Newspaper

PORTLAND, OREGON

REYNOLDS-FITZGERALD, Inc.—National Representatives  
New York, Chicago, Philadelphia, Detroit, San Francisco, Los Angeles, Seattle

### READERS

The Daily Journal has the largest circulation of any daily newspaper ever published in Oregon . . .

141,684

Total Net Paid  
and in Oregon's only Major Market . . . The Portland City and Retail Trading Zone

105,651

### OREGONIAN CIRCULATION

Total Net Paid 138,917 City and Retail Trading Zone 83,338  
Figures from ABC Publishers Statements, Sept. 30, '40

# American Business Sets Its Teeth Against "Prosperity Rot"

(Continued from page 20)

against "unearned prosperity."

Victor Equipment Co. is endeavoring to maintain its "selling stamina" and is expanding advertising and field activities to hold and increase normal, non-war markets.

To keep salesmen from becoming "mentally flabby," Mr. Mathy urged that sales executives deliberately give them difficult tasks to perform, so that they may learn again (in case they have forgotten) "how to meet adversity."

Victor is increasing its advertising budget 50% for 1941. "Many organizations," he said, "will find themselves paying 59, 64 or even 74% Federal taxes in what will now be termed 'excess profits,' but which are, in fact, the resumption of the normal profit level preceding the collapse of 1930." It is from the top bracket of profits that come all additional expenditures for advertising and sales promotion, the development cost of added territories, salaries of junior salesmen, and the cost of better sales literature.

The Government is a big and desirable buyer, he explained, but the wise business man, nevertheless, will do everything possible to keep smaller, regular customers supplied and satisfied.

## Make Hay in Sunny Weather

Invasion of new territories should be undertaken at a time when "such expansion can be profitable financially. Such missionary work takes time. With the present abundance of business . . . efforts spent in new territories will bear fruit in the years to come. . . ."

"It should be remembered, also, that advertising has cumulative effects. The rewards of consistent advertising inevitably are gathered at a later time. . . . With rising taxes the actual cost of advertising diminishes, since advertising and sales promotion expenses come out of profits. When so-called surplus profits are in sight, and very high income taxes become operative, every reasonable sum spent in building for future business will not only constitute "future-profit insurance," but is "a legitimate means of converting high-taxed surplus earnings into tangible investment."

Marchant Calculating Machine Co.,

Oakland, is another concern with headquarters on the Pacific Coast that will expand advertising efforts in 1941. *Fortune* is being added to its list and more frequent insertions will be run in present media. Marchant also is intensifying and enlarging di-

rect mail promotion, and is increasing sales work.

"We are planning for the future as well as the present," explained Edgar B. Jessup, president, "so that the eventual return to normal times will find our organization intact and in tune with the needs of the business world."

The Paraffine Companies, Inc., maker of paints, floor coverings, roofing and building material, with headquarters in San Francisco and plants in Emeryville, Cal., and Somerville, N. J., has made its largest advertising



## How tell bustr

Don't blame  
gategman, or yo  
salesman eith  
when it's hard  
reach the m  
who says O

## THRO

appropriation for 1941 and will add several new sales territories.

"Everyone in the manufacturing business must appreciate the importance of his part in cooperating with the Government in the defense program," said James E. Holbrook, assistant general sales manager. "Unquestionably this activity will continue for some time to come. . . . Preparedness exceeds in importance almost any other phase of responsibility at this time. The Government . . . expects private industry to function smoothly and effectively and to do its

best in the crisis."

Business leaders must be equally sensible of this need for balance, of the necessity of handling established jobber-dealer business, Mr. Holbrook declared. "The day-by-day purchases of the jobber or the dealer must, so far as possible, be taken care of by industry as a whole. . . .

"The entire problem must be faced with a concept of patriotic obligation to all phases of Government business and to private business as well. It means that calm, sound judgment has to be exercised, and that a long-range

# tell your product to a stranger you can't find...

That's what your salesmen are up against these days, selling materials and equipment and supplies in the multi-billion-dollar metal-working market. Some of your best prospects are new key men who may have never heard of you and your product, who are in conference when your representative calls, and who may not even realize their need for the kind of product you make.

Besides that, at times you don't even know where to look for these potential buyers! Metal-working management is expanding *fast*, in all directions . . . almost as broadly as the market itself. Good business is there for you if you can pick out your best prospects, reach them *rapidly* and drive home your sales story.

And you *can* . . . through the advertising pages of The Iron Age, because The Iron Age *gets there first*. Like iron filings rushing to a magnet, new key metal-working executives take to The Iron Age—readers of the more than 5,000 new subscriptions received during 1940, at \$6 or more each.

That's circulation where it counts most—in booming aircraft plants, in big Canadian industries, in automotive and steel plants where new men need authoritative metal-working news and data. And that's *bonus* circulation, at no increase in rates over what you pay for The Iron Age's blanket coverage of the normal metal-working market. Today The Iron Age gives you 17,000 distribution with 90,000 active executives for readers.

Successful sellers to this immense market place more advertising in The Iron Age than in any other industrial or general magazine in the world . . . because they've learned that *Iron Age advertisers get there first!* To sell your product to a busy stranger whom you can't find, advertise in THE IRON AGE. (A Chilton Publication) 100 East 42nd Street, New York City.

# IRON AGE *gets there First*

program of balanced operations will best serve our country in this crisis."

Harold W. Wright, manager, Domestic Trade Department, Los Angeles Chamber of Commerce, reporting on various industries there, said that "if anything, Los Angeles will increase selling."

At a recent meeting of sales executives of leading concerns in the Los Angeles area—many of which already are working on defense orders—"we found that there is no disposition to reduce sales forces or advertising because of Government business.

"On the contrary, there is a general belief that now is the logical time to increase promotional effort.

"We feel that defense business, though vitally important, is of a temporary character. It is necessary to conserve the peace-time production and sales upon which business must eventually live.

"When the first English airplane orders were received, two years ago, they brought a heavy increase of business in aircraft parts to many local manufacturers, most of whom had industrial and consumer markets for metal, rubber, plastic, fabric and other products.

"One of these concerns immediately put on several additional salesmen for consumer goods sold nationally through jobbers, gave them salaries and expense accounts, and sent them East to call on the trade—increasing sales and finding new distributors for the consumer goods line.

## "Peace Insurance"

"The reason for this," Mr. Wright explained, "was that foreign aircraft orders necessitated an increase in the factory force. When war orders stopped, there would be more employees to take care of. Peace-time products were used as insurance against a slump.

"In some eastern centers, where war orders have been larger, these salesmen found manufacturers who were still taking orders for peace-time products, and who in normal times were competitors of the Los Angeles concern. They made arrangements to fill neglected orders for those manufacturers, and keep their customers supplied. But the orders were filled with the Los Angeles concern's branded goods—so it amounted to a switch in business.

"Los Angeles war orders are somewhat different from those in the older industrial sections. To date they have been placed chiefly in aircraft, shipbuilding and military construction. These are comparatively new industries here, and war orders do not displace peace-time production to the



## Just Out

Interesting  
NEW  
BOOKLET



FREE  
to executives  
only

**TELLS ALL** the fundamentals about "The Use of Ability and Aptitude Testing in Business." Shows how leading organizations are using this service to measure people . . . their fitness or suitability for different business activities.

**YOU CAN** eliminate guess-work in evaluating personnel . . . for hiring or for promoting certain individuals. This new booklet, while psychologically correct, is written in non-technical style for busy business men . . . opens important developments in scientific "testing." Write for your copy today—free to responsible executives on letterhead requests.

**THE PERSONNEL INSTITUTE**  
225 N. Wabash Ave., Chicago, Ill.

same extent as in some other communities. . . .

"The deciding factor in this whole situation, as we see it at this stage of the defense program, is materials, and unemployed labor.

"So long as there is abundant raw material, and people seeking work, the manufacturer able to take care of peace-time demand will be following a sound, long-range policy if he maintains his sales force, and takes care of demand that cannot be supplied by other concerns with large defense orders."

U. S. Gypsum Co., with headquarters in Chicago, would not be quoted, but this concern believes in building up when business is good—as it is now.

Alfred Kaufmann, president, Link-Belt Co., Chicago, said: "Having given the greater part of my lifetime to the sales end of our business, I can subscribe to no reduction in sales and advertising effort."

John Zellers, executive vice-president of Remington Rand, Inc., New York, typewriters, office equipment, electric shavers, pointed out that "we shall continue to pursue the same aggressive sales policies." Sales of this company in 1940 were ahead of 1939 by 10% or more. Advertising programs and the sales organization of 3,500 men are being maintained. At present, defense orders probably do not amount to more than 10 or 15% of Reming-

ton Rand's business, Mr. Zellers added. "But if need be we would put on extra shifts, to meet our regular peace-time requirements. It is necessary to keep the regular business life of the country going."

H. J. Heinz Co., Pittsburgh, food products, will conduct in 1941 an advertising program broader in scope than ever before. A new sales region has just been established in Detroit.

Despite increasing taxes, and other uncertainties, Howard Heinz, president, recently told the company's annual sales conference, "we must seek our share of going business to keep our people employed. They expect that from us and it is a subject in which we are vitally concerned. To be successful, we must solve the new problems arising from changed trade, economic and political conditions."

### Preparing for Any Slack

J. J. Nance, general sales manager, Easy Washing Machine Co., Syracuse, addressing the recent annual Sales Executives Conference of the St. Louis Chamber of Commerce, emphasized that:

1. Customer contracts must be maintained
2. Demand should run ahead of sales
3. It will take a bigger market than ever before to offset the loss of war-inflated business.

L. Rohe Walter, advertising manager, the Flintkote Co., New York, and president of the Direct Mail Advertising Association, told SM that, "while the defense program will be the major factor in the 1941 construction market, the anticipated increase in private building also is expected to be sizable." This company is increasing sales efforts, and promotion expenditures, directed to individuals building or modernizing their homes.

To reward older employees, and to provide opportunities for younger ones, Thomas L. Smith, president of Standard Brands, Inc., New York, food products, told a national conference of the company's sales executives in December of a new retirement plan. Mr. Smith described the plan as "one more stabilizing influence on the whole nation in these times of social adjustment.

"Business," he added, "is on the increase. But the new increases . . . may not follow any former pattern, and it is almost impossible to predict where they will be found.

"I can, however, make one very definite prediction. . . . Standard Brands, Inc., will not, in any sense, look for or accept any unwarranted profits. . . .

## Our Pledge for 1941: GUARANTEED TIME

For National Spot Advertisers  
in BALTIMORE

Right now there are several popular "live talent" shows with ready - built audiences available for sponsorship. Write for details or see your Petry representative.

# WFBR

BALTIMORE

National Representatives  
EDWARD PETRY & COMPANY

★ ON THE NBC RED NETWORK ★

"The food industry, as the largest industry in the United States, is destined to play an important part in our defense program. And I am confident that the industry will take in its stride the added responsibility of keeping up the normal flow of supplies while meeting all the food demands of the military.

"You and I and everybody else in business should continually exercise our democratic privilege of free speech, and tell the truth about business. . . . The public, I feel, wants to know about it."

America's businesses enter the new year confronting new problems—but with opportunities greater, in many respects, than ever before.

Despite defense demands, great industrial corporations, such as General Motors and Chrysler, had record motor car sales in the last quarter of 1940. . . . Rail and truck traffic is increasing. . . . The nation's airlines, despite defense demands on their industry, had 60% more passenger business in 1940 than in 1939, and are adjusting their services to care for even more business in 1941. . . . New home building in the new year is expected to reach the highest mark in a decade. Home appliance and equipment firms, such as General Electric, Westinghouse and American Radiator, are making plans for even larger sales increases.

### Prosperity Plus Alertness

Sales of packaged merchandise—food and drugs, cosmetics and cigarettes—continue to push ahead. . . . More radio sets (11,000,000) were sold in 1940 than ever before, and yet newspaper and magazine circulations continue to expand. . . . People are dressing better, living better, buying more luxury merchandise, from musical instruments to jewelry. . . . Almost daily, it seems, chemists and engineers and designers create new products—hosiery from coal, air and water; tires from petroleum—to stimulate business and living standards, and to free the nation of the need of foreign sources of supply.

Each month a half million or so more Americans go back to work, adding billions in collective annual buying power.

The nation is prospering again. . . . But, in addition, the nation is more alert, more energetic, more unified. One hundred and thirty-two million of us have begun to work for a common purpose.

Business executives, in this new year, are determined to do their part to strengthen both the nation's defense and the nation's economy.

## IS SELLING IMPORTANT *in YOUR Business?*



- Do you ever have difficulty in getting salesmen to do the things you want them to do?
- Do you ever have difficulty in getting distributors to back up company plans as outlined?
- Do you ever have difficulty in getting dealer co-operation on displaying your product or pushing it?
- If so, send for your copy of "The Truth about Salesmen"—which contains an important message every sales executive is interested in. It will be sent you FREE if requested on company letterhead, together with information as to the type of selling personnel you are concerned about.

## Send for YOUR Copy Now!

**BELNAP and THOMPSON, inc.**

315 WEST JACKSON BLVD., CHICAGO

**CREATORS AND PRODUCERS OF "PUSH PLANS"\***

\* Reg. U. S. Pat. Off.

# ADVERTISING AGENCIES

## Thompson's Movies

For 14 weeks last year between 80 and 100 members of the creative staff of J. Walter Thompson Co. went to the movies once a week in the agency's New York office. This year they will go again, not for entertainment but to study the medium of motion pictures for advertising, public relations, merchandising and sales training.

Commercial movies are not a new medium; advertisers have been using them for decades. But it has been only within the past few years that advertising agencies have seriously considered motion picture work as a part of their service to clients. Some dozen now maintain active motion picture departments.

In 1938 J. Walter Thompson centralized its motion picture activity in one department, equipped to service movie work in all branches of the agency. Headquarters of the department are in the New York office with representatives in London and Hollywood.

During its existence the department has supervised the production of more than a movie a month; 32 films, in fact, were produced in the first 28 months. These have run the gamut from "minute movies"—short films usually one minute or one reel in length for straight product promotion, distributed theatrically—and longer merchandising and sales promotion films intended for product promotion or employee education within the client's company, through institutional pictures designed to interpret a service, product or policy for the consumer either in small club and school groups or through theatres. They have included both color and black-and-white photography; both live talent and animated cartoons.

Head of Thompson's film department is Fred Fidler, also chairman of the screen committee of Four A's. Mr. Fidler has been with the agency since 1929, as a public relations and product publicity man, account representative, radio producer and branch office manager. On his staff are eight writers, distribution specialists, and supervising producers, including the Hollywood representative, Norman Blackburn, former writer, animator and director for Disney and writer and dialogue director for Hal Roach.

Mr. Fidler believes that an advertising agency can service a client in the screen medium just as logically as it does in newspapers, radio, magazines, outdoor and other types of media. "But," he emphasized to SM, "no agency should consider motion pictures as a part-time or extra-curricular activity. Unless an agency is convinced of the worth and potential of the motion picture medium, it had best forego motion picture advertising."

Thus Mr. Fidler sees agency motion picture activity and development paralleling

agency radio activity: Some agencies will assume complete creative responsibility while others will delegate all but advisory functions to competent independent film producers.

The Thompson agency has elected to assume complete responsibility. Its present policy is to carry a picture up to the final shooting script stage and then turn over the actual production to a commercial producer who completes the job with the collaboration and supervision of the agency. Thompson takes particular interest in casting and usually reserves the right to select the director.

The agency handles the distribution or media phase of the job which may involve not only the selection and classification of theatres or clubs through independent motion picture distributors but also the working out of special distribution plans for pictures with special appeals and objectives.

An example of the latter is the distribution plan devised by the agency for the two Institute of Life Insurance movies, "Yours Truly, Ed Graham" and "American Portrait." Using the facilities of an independent motion picture distributor, the agency worked out a distribution set-up whereby 250,000 life insurance agents are sharing booking responsibility and acting as hosts at local showings before civic clubs, social and fraternal groups, churches and schools. The advantage here is that wherever exhibited the movies have professional showing by men who know how to handle film and projection equipment, while local agents have the opportunity to schedule the

showings and create good will in their own communities.

The agency is also responsible for the merchandising of its clients' pictures. For consumer movies, that may mean a direct mail campaign, a press book for theatres or clubs, window streamers or other tie-in material for grocery, drug or department stores, or leaflets to be distributed to audiences following the showing. For sales training pictures designed to be shown inside a client's organization, the job is one of selling the movie to the employees and staging it so that they will get the most out of the material.

Thompson's film work is confined to the clients for whom the agency handles general advertising, and is commissionable as a medium. By August 1, 1940, its billings for motion picture work had passed the agency's 1939 volume in all types of productions, and indications are that motion pictures will play a still greater part in the agency's work during 1941.

The business of moving goods, training employees and carrying public relations messages through motion pictures is a \$15,000,000 industry.\* Many of Thompson's clients are leaders in the use of this medium. Shell Oil Co. is considered a pioneer in the use of motion pictures, having produced sales training films in the early 1930's. In 1937 the company inaugurated an extensive educational film program built around a series of five-reel sound movies, then in 1939 adopted the policy of using shorter films more frequently. This led to the series of 15-minute films bringing news of Shell products and policies to dealers, known as "Shell Progress in Pictures." Shell's 1939 and 1940 films crusading against "screw-driving" and "screwjacking" have been seen by thousands of people in luncheon clubs and other special gatherings, and equally popular have been the Shell informative movies such as "Oil From the Earth" and "Lubrication of the Gasoline Engine."

The two Institute of Life Insurance movies mentioned above were handled by the agency, as is the motion picture activity of Safeway Stores, Washington State Apple Association, Swift, Kraft, Kellogg and others. Shell's "minute movies" have been distributed in South America and Europe, several Kellogg films in Canada.

\* Mr. Fidler's estimate based on production, distribution, and print services.

On location in Hollywood during the production of "Yours Truly, Ed Graham": (Left to right) Mr. Fidler; Roland Reed, producer; and Norman Blackburn, the agency's representative on the West Coast.



SALES MANAGEMENT



The distribution channels for commercial motion pictures are constantly widening, Mr. Fidler pointed out. Eighty-five million people go to the movies in the U. S. every week. 70 per cent of all movie theatres accept "minute movies," and several thousand accept longer sponsored films. In addition to this audience, there are millions more in such non-theatrical groups as clubs, schools, parent-teacher and similar organizations. Nor is television to be overlooked. It is quite likely, Mr. Fidler thinks, that many of the early commercial television programs will be in part on film.

### Agency Notes

Ralph L. Wolfe & Associates, Detroit, has been elected to membership in the American Association of Advertising Agencies in continuation of the membership of its predecessor company, Seiler, Wolfe & Associates.

Burns & Potter, Inc., is the name of a new advertising agency in Chicago formed by the consolidation of the Potter Advertising Agency and Jay E. Burns-Advertising, both of the same city.

### Men & Jobs

H. C. Vogel, until recently vice-president and radio director of Beaumont & Hohman, has joined the Chicago office of Reincke-Ellis-Younggreen & Finn as account executive.

Lynn Baker Co., N. Y., has announced the appointment of Norman Winter as director of radio.

John H. Sweet has resigned as vice-president in charge of promotion of Poor's Publishing Co., N. Y., to join Dickie-Raymond, Inc., Boston, as a vice-president. Mr. Sweet continues as a director of the former company.



John H. Sweet  
... joins Dickie-  
Raymond, Inc.

David D. Chrisman has been named a vice-president of Raymond Spector Co., N. Y., and director of all of the agency's radio activity. For the past two years Mr. Chrisman has been commercial manager and director of Miller Broadcasting System and for three years before that time was radio director of Ruthrauff & Ryan, Inc.

Robert R. McKee has joined Doremus & Co., N. Y., as an account executive in the financial division. Mr. McKee resigned as sales promotion manager of E. H. Rollins & Son, Inc., same city, to join the agency.

J. Malcolm Stuart, until recently with J. Stirling Getchell, Inc., Detroit office, has been appointed national representative of United Advertising Corp.

Lorry R. Northrup has been named to succeed W. L. Marshall as manager of the Chicago office of Erwin, Wasey & Co. The new move reunites Mr. Northrup with the agency with which he began his advertising career in 1918. After leaving Erwin, Wasey, Mr. Northrup served successively with Batten, Barton, Durstine & Osborn, Charles Daniel Frey Co. and Ruthrauff & Ryan.

R. Blomfield Brown has joined the research department of J. M. Mathes, Inc., to service the liquor accounts handled by the agency. Mr. Brown was formerly a field representative for National Distillers.

### Account Appointments

To: *Ward Wheelock*, N. Y. office, Palmolive soap account of Colgate-Palmolive-Peet Co., completing the realignment of the company's advertising agencies begun several months ago. Other C-P-P agents under the new set-up are *Ted Bates*, N. Y., who will handle the accounts of Colgate dental cream, Palmolive shave cream, Octagon soap products and Klek package soaps; and *Sherman & Marquette*, Chicago, who will handle the advertising of Cashmere Bouquet soaps and toiletries, Super-Suds, Halo shampoo, Colgate tooth powder and Colgate shave creams.

To: *Erwin, Wasey*, N. Y., Kollsman Instrument division of the Square D Co., manufacturer of precision aircraft instruments, and Latimer Laboratory, Inc. . . . *Lord & Thomas*, Quebec, Canadian Breweries, Ltd. . . . *Grey Advertising*, N. Y., B.V.D. Corp., manufacturers of underwear, swim suits, pajamas and robes, and A. C. Gilbert Co., to handle advertising and promotion for the electrical appliances division of the company.

To: *Aitkin-Kynett*, Philadelphia, Motor Equipment Wholesalers Association . . . *Ralph L. Wolfe*, Detroit, Detroit & Cleveland Navigation Co. . . . *Badger & Browning*, Boston, Croft Brewing Co. . . . *Carter-Thompson*, Philadelphia, General Stokers, Inc., and Tidewater Field Warehouses, Inc. . . . *Hixon-O'Donnell*, N. Y., Sinclair Oil Corp. and Richfield Oil Corp. of New York.

## Fort Worth and West Texas Property Values Increase

★ ★ ★

### 25% of Texas' 1940 Gain Made In This Section

Figures just released by the Texas Comptroller show that total taxable property valuations in counties in the Fort Worth trading area increased \$15,573,118\* in 1940 over 1939—25.9% of the total increase in Texas. This indicates the steady growth and healthy condition of Fort Worth and West Texas—consistently chosen by business experts as one of the 'white spots' for business in the United States. The Star-Telegram blankets this section more completely than any other newspaper—and at ONE LOW COST.

\*Average 66 2-3% of actual value

#### This year — Test in Texas

In 1941, pick the strong Fort Worth trading area (\$455,520,000 in retail sales in 1939) for testing. Tell your story to Texas' largest newspaper audience and you can count on dealer and jobber support. They know Star-Telegram advertising moves merchandise off their shelves.

Write us for market visualization map

## FORT WORTH STAR-TELEGRAM

MORNING

EVENING

SUNDAY

AMON G. CARTER, Publisher

Bush Jones, Nat'l Adv. Mgr.

**LARGEST CIRCULATION IN TEXAS**



## HOLYOKE, MASS.

is naturally pleased to be ranked as **FIRST CITY** in **New England** by Sales Management in every release to date of its preferred "High-Spot" monthly predictions.

A continuing study of "high spot" factors shows that Holyoke's per capita effective buying income is also on the rise.

Sales Management's per capita income forecast for February, 1941, shows an annual increase of \$160 for each man, woman and child in the city over the 1940 per capita annual income. If this pace is maintained it will mean **\$8,571,040** in extra sales opportunities for national advertisers during 1941.

Think of that in terms of grocery and drug store items, clothing, furniture, home furnishings and other aids to better living conditions.

Your product can be advertised to this buyers' market exclusively at as low as seven cents per line for over nineteen thousand circulation in the only local daily newspaper, —

**TRANSCRIPT  
TELEGRAM  
HOLYOKE MASS.**

# Sales Management High-Spot Cities

Every month SALES MANAGEMENT, in an income-sales index, charts the business progress of 205 large cities. The ones shown in the following columns are those where, in the following month, retail and industrial sales should show the greatest increases in relation to the national average. The index figure actually measures the change in dollar income, and it is assumed that the change in sales can and

should roughly parallel the income change.

In this SM Income-Sales Index the expected *change* in each city is compared with that for the nation as a whole. A figure of 110 for an individual city means that the change in its sales and income in comparison with the same month last year is estimated by SM as being 10% more favorable than for the nation.

### Suggested Uses for This Index:

- A guide for your branch and district managers
- Revising sales quotas
- Special advertising and promotion drives in spot cities
- Basis of letters for stimulating salesmen and forestalling their alibis
- Forward revision of Survey of Buying Power data from April 10, 1940, issue of SM
- Checking actual performance against potentials

*As a special service this magazine will mail, ten days in advance of publication, a mimeographed list giving the forward ratings of all 205 cities. The price is \$1.00 a year.*

### Preferred Cities-of-the-Month

The following cities are ones where the expected income-sales change—for February vs. same period last year—is 10% or more better than the national change.

U. S. A. expected increase of 7.5% = 100 in the Income-Sales Index

Newport News, Va. ....	123	Miami .....	112
Portsmouth, Va. ....	120	Akron .....	112
Reno .....	119	Hartford .....	111
Columbus, Ga. ....	116	Gary .....	111
Warren .....	115	Flint .....	111
Detroit .....	114	Jackson, M'ch. ....	111
Holyoke .....	114	Passaic .....	111
Sacramento .....	113	Columbia, S. C. ....	110
South Bend .....	113	Tampa .....	110
Pittsburgh .....	112	Albany-Troy-Schenectady .....	110
Hammond .....	112		

### Complete List of Cities Equaling or Exceeding the National Average—by Sections and Per-Capita Incomes

The following cities are those where the expected income-sales change—next month vs. same period last year—equals or exceeds the national change . . . For each city the SM Research Department has computed per capita incomes for the year 1939, based upon Effective Buying Income

totals as given in the April 10, Survey of Buying Power, divided by provisional population estimates of the 1940 Census. These base figures are then translated into figures for the coming month by this method: If a city had a per capita income of \$790 as of December 31, and a current in-

SALES MANAGEMENT

dex of 107, the income figure next month is at a rate of \$845. ( $107 \times 790 = 845$ .) This means that as of the particular month being forecast, the per capita income is running at that rate.

U. S. A. expected increase of 7.5% = 100 in the Income-Sales Index

#### New England States

	Income-Sales Index for February	S.M. Est. of Annual Per Capita Effective Buying Income
Holyoke	114	\$862
Hartford	111	913
Waterbury	107	788
Bridgeport	105	679
Stamford	104	668
Worcester	103	677
Manchester	102	568
New Bedford	101	679
New Haven	101	829
Fall River	100	563

#### Middle Atlantic States

Pittsburgh	112	\$768
Passaic	111	733
Albany-Troy-Schenectady	110	840
Chester	108	680
Johnstown	107	511
Harrisburg	107	843
Trenton	106	718
Altoona	105	600
Erie	105	583
Williamsport	104	656
York	103	697
Jamestown	102	796

#### South Atlantic States

Newport News	123	\$883
Portsmouth	120	736
Columbus, Ga.	116	559
Miami	112	705
Columbia, S. C.	110	556
Tampa	110	580
Asheville	109	625
Jacksonville	108	648
Norfolk	108	707
Atlanta	106	672
Charleston, S. C.	106	569
Roanoke	106	644
Durham	104	543
Wilmington	104	798
Baltimore	103	731
Washington, D. C.	102	900
Charleston, W. Va.	100	615
Cumberland	100	557
Savannah	100	553

# SMOG

## Means More SPENDING POWER in BIRMINGHAM!

When smog settles into Jones Valley, Birmingham's plants are running full tilt.

Birmingham's industrial tempo has reached an all-time high of 131% of normal.

Payrolls have reached a new peak that will be maintained throughout 1941 by the district's tremendous backlog of unfilled orders.

Railroads alone have placed millions of dollars in rail, car, and accessory orders to be fabricated here.

Direct and indirect defense orders are rolling up a staggering total in new business.

T. C. I. & R. R. Co.'s thirty million dollar expansion program is but one of many under way in the district.

New plants are under construction to produce aluminum, ammonia, and other defense items.


Gulf shore shipbuilding is using thousands of tons of Birmingham-fabricated steel.

Yes, we're glad for the smog. It means men at work. It means wages. It means business, BUSINESS, and MORE BUSINESS for the whole great Birmingham Market.

You can cover this entire prosperous area with a single advertising medium . . . The Birmingham News-Age-Herald.



CIRCULATION  
AT AN  
ALL-TIME HIGH  
DAILY  
147,000+  
SUNDAY  
137,000+

The Birmingham News  THE BIRMINGHAM AGE-HERALD  
"THE SOUTH'S GREATEST NEWSPAPERS"  
MORNING \* EVENING \* SUNDAY \* \* \* OPERATING STATION WSGN  
NATIONAL REPRESENTATIVES \* \* \* KELLY-SMITH COMPANY

## BRIGHT SPOT

See Sales Management's figures and you'll see why business is good in Hartford — and on WDRC! Here's the market and the medium for a test campaign or a successful promotion. Write Wm. Malo, Commercial Manager, for further information.

THE ADVERTISING TEST STATION IN  
THE ADVERTISING TEST CITY  
BASIC CBS FOR CONNECTICUT

# WDRC

CONNECTICUT'S PIONEER BROADCASTER



## East North Central States

	Income- Sales Index for February	S.M. Est. of Annual Per Capita Effec- tive Buying Income
Warren .....	115	\$643
Detroit .....	114	915
South Bend .....	113	735
Hammond .....	112	656
Akron .....	112	824
Jackson, Mich. ....	111	834
Flint .....	111	789
Gary .....	111	647
Moline-Rock Island ..	109	674
Cleveland .....	109	901
Dayton .....	109	778
Rockford .....	109	706
Canton .....	108	643
Kalamazoo .....	108	782
Lorain .....	107	686
East St. Louis .....	107	528
Hamilton .....	106	725
Toledo .....	106	752
Springfield, Ill. ....	105	766
Terre Haute .....	104	763
Lansing .....	104	700
Lima .....	104	669
Peoria .....	104	843
Youngstown .....	104	593
Evansville .....	103	597
Zanesville .....	103	529
Elgin .....	103	739
Springfield, Ohio ....	102	639
Sheboygan .....	102	711
Indianapolis .....	102	882
Aurora .....	102	813
Quincy .....	102	624
Bay City .....	101	612
Saginaw .....	101	663
La Crosse .....	100	624
Columbus, Ohio .....	100	710

## East North Central (Cont.)

	Income- Sales Index for February	S.M. Est. of Annual Per Capita Effec- tive Buying Income
Fort Wayne .....	100	710
Battle Creek .....	100	784
Green Bay .....	100	580

## East South Central States

	Income- Sales Index for February	S.M. Est. of Annual Per Capita Effec- tive Buying Income
Mobile .....	109	\$577
Birmingham .....	108	581
Montgomery .....	103	559
Jackson, Miss. ....	102	424
Louisville .....	102	831

## West North Central States

	Income- Sales Index for February	S.M. Est. of Annual Per Capita Effec- tive Buying Income
Fargo .....	106	\$597
Sioux City .....	106	936
Waterloo .....	106	784
Dubuque .....	105	795
Springfield, Mo. ....	105	544
Sioux Falls .....	102	688
Davenport .....	101	940
Wichita .....	101	744

## West South Central States

	Income- Sales Index for February	S.M. Est. of Annual Per Capita Effec- tive Buying Income
Wichita Falls .....	107	\$773
San Antonio .....	103	690
Port Arthur .....	101	706
El Paso .....	100	772
Houston .....	100	711

## Mountain States

	Income- Sales Index for February	S.M. Est. of Annual Per Capita Effec- tive Buying Income
Reno .....	119	\$1,147
Albuquerque .....	105	631
Billings .....	103	602
Boise .....	102	623
Tucson .....	101	577

## Pacific States

	Income- Sales Index for February	S.M. Est. of Annual Per Capita Effec- tive Buying Income
Sacramento .....	113	\$874
Spokane .....	109	904
San Diego .....	107	797
Tacoma .....	107	794
Seattle .....	105	959
Fresno .....	103	622
San Bernardino .....	102	640
Los Angeles .....	101	843
Portland .....	100	864
Long Beach .....	100	974

## Westinghouse Introduces New Labels and Two New Products

The 1941 electric refrigerators, ranges and appliances will be the first Westinghouse products to bear the company's new informative labels recently adopted "to provide consumers with the information they want to know about electrical appliances," Frank R. Kohnstamm, sales manager of the Westinghouse merchandising division, announced at a Westinghouse preview in New York last week. Also introduced at the meeting were two new products, an automatic cycle washer—the Laundromat—and a reverse cycle air conditioner designed to provide both cool air and warm air—the Mobilair.

The new label, in four-page folder form, dispenses with general selling terms about the product, stating instead what it is made of, how it is made and how it should perform. Under the "what it is made of" section of the 1941 refrigerator label, for example, Westinghouse has listed such specifications as exact food storage capacity, shelf area, ice capacity, types of finishes used, dimensions, and a description of the accessories contained in the model.

A listing of materials from which the product is made includes the gauge of steel used in the cabinet, type of insulation material and its thickness, full information about the freezer and compressor mechanism and type of refrigerant used. The "what it will do" section of the label states temperatures obtained in the five food-keeping zones for each setting of the control dial and lists the time necessary for making ice cubes and frozen desserts.

On the face of the label, space has been provided for the price of the product and amount of down payment and monthly instalment under a deferred payment plan. A metal seal affixes the tag to the product so that removal is impossible.

Merchandising and advertising plans for the two new products will be announced later in the Spring.

## Custom Tailored Ready-to-Wear

## OVERCOATS

Backed by 44 years experience we have designed and made-up a number of overcoats—of finest imported fabrics—and workmanship.

**\$60 to \$135**

**Shotland & Shotland**

*....Custom Tailors....*

574 FIFTH AVENUE - (at 47th Street) - NEW YORK CITY

Established 1896

# RUBBER—

## THE ESSENTIAL....

*In Peace and in War....*

*from Cradle to Grave....*

**T**HE rubber industry is one of the most stable in the United States—and constantly expanding.

Over ONE BILLION 300 MILLION pounds (592,000 long tons) of crude rubber and nearly 375 MILLION pounds (170,000 long tons) of reclaimed rubber were consumed in this country in 1939, while figures for the first seven months of 1940 indicate a total consumption this year of nearly 600,000 long tons of crude and 210,000 tons of reclaim.

This means the use of nearly 800 MILLION pounds of COMPOUNDING INGREDIENTS—carbon black, accelerators, antioxidants, retarders, pigments, etc., plus a tremendous amount of PROCESSING MACHINERY, and the rubber trade is BUYING at a faster rate than in a decade.

IT'S A MARKET MADE TO ORDER FOR TODAY'S SELLING of chemicals and machinery—mills, calenders, hydraulic presses, driers, materials handling equipment, etc., etc.

The logical medium with which to reach this market is

## INDIA RUBBER WORLD

Oldest—founded 1889—Largest circulation, greatest volume of advertising by over 100 per cent and the broadest reader interest—being the only paper in the field edited by engineers of long practical experience in rubber.

Market data, circulation figures, and advertising rates promptly on request.

**INDIA RUBBER WORLD**

*A Bill Brothers Publication*

420 LEXINGTON AVENUE NEW YORK CITY



## Park East

The 7,380,259 people in New York City are a pretty varied lot. Varied in nationality, income, education, habits. More than most metropolises, New York is an agglomeration of cities. *Where* New Yorkers live determines, to a large degree, *how* they live. The average family income of one section may be a dozen times as large as the average family income of another, and there are certain limited sections where the average may be 50 times as much.

Although some metropolitan dailies, mass magazines and radio stations reach, individually, hundreds of thousands or even millions of New Yorkers, the city still supports scores of district and foreign language publications. A single public utility there, for example, has about 90 papers on its advertising schedule. Certain general advertisers who rarely use metropolitan dailies are plugging their products regularly in Jewish or German or Italian language papers. On the other hand, some advertisers will not listen to a space or time salesman who can offer less than 1,000,000 New Yorkers in one package.

In other words, some advertisers with mass products want to put the whole vast earning-buying-consuming mechanism of the city (and several millions more in its metropolitan area) to work chewing their cereal, dissolving their soap, or filling the atmosphere from Spuyten Duyvil to Far Rockaway with their smoke from their cigarettes. And some others, with class products, would rather pick their prospects off, a few at a time, around the St. Regis or the Sherry-Netherland.

## People Others Imitate

From an income, and perhaps from an influence standpoint, the "silk stocking" district from 46th to 96th Streets and from Fifth Avenue to the East River is the most potent in the city. This district covers only two and a half of the city's 299 square miles. It has only about 150,000 of the city's people. And like every other area of similar length and breadth there, it has a "slum" or two within its boundaries, which Mr. LaGuardia has not yet removed.

But even so the average annual income of more than half the families who live in this area exceeds \$9,000. This is the way the newspapers show it on their market maps. They do not indicate the relatively large number of families there whose income runs into five and even six figures.

This little area has 66 liquor stores, 79 travel agencies (more than five times as many as the entire Borough of Brooklyn), 312 interior decorators, 103 florists, 25 theater ticket agencies; some rather nice places to buy food, and some drug stores which still call themselves "apothecaries" and which do not rely on hardware departments and two-bit plate luncheons to help sell their pills. . . . It also has most of the city's "better" hotels and swankier stores.

To interest, and guide the buying habits, of the top 10,000 families (among 30,500

families with residence telephones) in this district, a weekly tabloid-size newspaper called *Park East* makes its debut early this month.

*Park East* is the brain-child of Patrick J. Carlin, who has sold space—and ideas—for the Philadelphia Record, New York Sun and Post, Chicago Daily News and other metropolitan papers, these last 20 years. Mr. Carlin is head of the Park East Publishing Co.; Robert Altschuler, New York advertising consultant, is assistant publisher, and Madeleine Riordan, for 12 years society and women's feature editor of the New York Post, is editor.



Patrick J. Carlin launches a new kind of magazine for the top crust only.

But this tells only part of the story. The *Park East* executives regard this as "the most distinguished neighborhood in the world. . . . Nowhere else on the face of the earth will be found the grandeur. . . . the dignity. . . . the character. . . . that will be found in Park East."

*Park East* is a neighborhood newspaper intended to reflect the activities and interests of these people. The interests are varied and widespread. Of the total controlled circulation of 10,000 (all delivered by Postal messengers), 3,000 or more will go to emigres or visitors from Europe and Latin America now living in this neighborhood.

Archduke Otto, pretender to the Austro-Hungarian throne of the Hapsburgs, happens to be there at the moment. . . . A certain Fifth Avenue apartment building is said to be owned by the Duke of Windsor. . . .

But you may get the idea from a list of staff members of *Park East*. The Grand Duchess Marie, cousin of the last Tsar of all the Russias, writes regularly on fashions. Count Jean de Las Cases, whose family were friendly with Napoleon I, does music. Under the pseudonym, "Uniforms and Tails," a member of a prominent Central European family gives "facts behind history." . . . Society stories are contributed by members of *Social Register* families. . . . "Memories of a Boulevardier" are presented by a European who desires to remain incognito. . . . Camille Stark is the woman's shopper. . . . There are departments on furniture and decoration, the theater, real estate, a men's column, done by specialists, who are also prominent and prosperous. . . . One of the "neighbors" contributes a guest editorial weekly. The first is by Leonard Bayard Woodfield, formerly in charge of European news for the New York

*Times*. . . . The regular contributors include a Czech, an Austrian, Russian, Spaniard, Frenchman, Hungarian.

Some of the neighbors are S.A.R.'s and D.A.R.'s, and some arrived but recently from Paris, London, Vienna, Nice and Biarritz. Some made their start in Oklahoma oil fields and Montana copper mines, and some came up from the Lower East Side. . . . Among the neighbors are Rockefellers and Vanderbilts, Harrimans, Astors and Whitneys. Al Smith and Billy Rose, Roosevelts, both Democratic and G. O. P. Wendell Willkie. . . . a lot of doctors and lawyers, actors and writers, bankers and business executives, publishers and press agents.

*Park East* has set out to interest and influence all of them on the common denominator of *neighborliness*. It claims that these people themselves are the No. 1 influence—the "touch-off spot"—of fashion in clothing and other things for the rest of America and (with the current eclipse of Paris and London) of the entire world. More well-known and substantial emigres are arriving in *Park East* daily. Like the Rothschilds, they are not coming empty-handed.

*Park East* has just begun to tackle national advertisers, but it is already doing pretty well with neighborhood concerns. Among the 40 advertisers signed are such shops as Bergdorf-Goodman; Jaekel; Gunther; Black, Star & Frost-Gorham; Hammacher-Schlemmer; such hotels as the Pierre, St. Regis, Plaza and Savoy-Plaza.

There are others. But this gives you the idea.

## ASCAP vs. BMI

Radio's biggest current story—the outcome of the BMI-ASCAP battle—must wait until next issue, or later. At this writing, with the January 1 deadline only a few days away, NBC and CBS have made definite plans to remove all ASCAP music from their programs, and ASCAP has made no move to alter its new rate schedule, which goes into effect on that date.

Edward Klauber, executive vice-president of CBS, has asked clients and their agencies "to build each of your programs, if you possibly can, so that no ASCAP music will be performed on and after December 26." NBC is doing likewise. . . . Among a lot of newspapers and magazines which have reported and analyzed this issue, the *Wall Street Journal* appeared the other day with a long editorial, urging arbitration. . . . BMI now has more than 450 stations signed.

## Magazine News

Sports, gastronomies and style are emphasized in the turn-of-the-year crop of new magazines. . . . *Ski*, New York, "national magazine of winter sports," is making its appearance with the help of a national newspaper campaign. . . . *Your Sport*, a quarterly, with Graham C. Thomson as publisher, is being distributed in the New York metropolitan area. . . . Officers of Gourmet, Inc., New York, which will publish *Gourmet*, "the magazine of good living," are Earle R. MacAusland, president; Mrs. Roger W. Straus, vice-president, and Ralph Reinhold, president of Reinhold Publishing Co., treasurer. . . . The executive set-up of *Smart*, New York, to appear in February, is John B. Ferris, president; Clarence J. Layfield, vice-president and treasurer; Robert Ames, advertising director, and Marion White, editor.

With the March issue, *Modern Screen's* keynote will be beauty. A "Beauty Supplement" will be distributed among the sales

SALES MANAGEMENT



# HOPING YOU'RE RIGHT?



WELL, THERE GOES 1940—water over the dam. If you guessed right oftener than you guessed wrong, you probably made money. . . . But how about next year? Are you starting out with your fingers crossed, hoping your plans for '41 are the right ones? . . . If you're re-styling your product or package are you sure it will be what the public wants? Will your new advertising send your sales soaring? Will your dealers want to sell your merchandise, or will they prefer your competitors? Why? How will a price increase affect your sales? Will the trends of '41 bring increased sales to you or will they mean less volume? . . . Substitute for these questions the ones you must answer in order to operate your own business profitably, and then ask yourself if Ross Federal marketing research isn't what you need. . . . Call in a Ross Federal man now and eliminate guesswork for the next twelve months.

## ROSS FEDERAL RESEARCH CORPORATION

18 EAST 48TH STREET

NEW YORK

girls of more than 4,000 syndicate stores.

*True Story* estimates that of 14 billion dollars already appropriated for defense purposes, 10 billion dollars will go to wages. *True Story* shows, in a study of 20 cities, how these expenditures already have stimulated business, and magazine sales, in those cities. . . . Mayors of Chicago, Baltimore, Denver and other cities proclaimed Christmas Eve a "night of light," in response to Bernarr Macfadden's request in a newspaper advertisement for *Liberty*, and 100 newspapers ordered mats of this ad.

*Newsweek* will present its editors in "Ahead of the Headlines," a Thursday night show over 23 Blue Network stations starting January 2. . . . United States Testing Co. has been retained as technical adviser to the Consumer Service Bureau of *Parents'*. . . . *School Management*, a subsidiary publication of *Parents'*, will increase its controlled circulation next September from 20,000 to 28,000; will adjust advertising rates, and will appear 11, instead of the present 10, times a year.

John R. Fritts has been named advertising manager of *Interiors*, New York. . . . Allan Adams has become circulation manager of Fawcett Distributing Corp. . . . Richard M. Silvester has joined the advertising staff of *Guide Magazines*, New York. . . . Gordon B. Ewing, formerly NBC sales manager at Boston, is now with *National Sportsman* and *Hunting & Fishing*, in Boston and New York.

Macfadden Publications have leased five floors and part of the ground floor and basement of the Bartholomew Building, 205 East 42nd Street, where all of their 800 employees in New York will work.

## Newspaper News

Total advertising linage in newspapers of 52 cities in November, says Media Records, dipped 0.2% from November, 1939. For the first 11 months linage in these major cities rose 1.8. A *plus* is expected for the year.

Declines of 9.1 in general linage and of 1.2 in financial, in November, were not quite overcome by gains of 9.6 in automotive, 4.3 in classified and 0.2 in retail. . . . Automotive, up 17.7% for the 11 months, continues to lead the classification parade.

On the basis of using 10,000 lines yearly, one line of national advertising in 209 daily and Sunday newspapers published in cities of 25,000 to 50,000 population costs the advertiser 30% more than one line of local advertising in the same papers, the Association of National Advertisers points out in a 16-page supplement to its 1940 "Local-National Rate Differentials" study.

In 50,000-100,000 population cities, the ANA adds, the average differential is 33%; 100,000-500,000, 45%; more than 500,000, 57%. J. O. Carson, H. J. Heinz Co., is chairman of the newspaper committee.

Some 345 daily and 67 weekly news-

papers, with combined circulation of 10,000,000 are now using a series of ads prepared by J. Walter Thompson Co. on the place of newspapers in the national scheme. Norman Chandler, Los Angeles *Times*, is chairman of the Newspaper Publishers Committee sponsoring the series. A progress report was made to special representatives by the Thompson agency in New York last fortnight.

Joyce A. Swan has become business manager of the Minneapolis *Star-Journal*, succeeding George W. Ronald, resigned. For two years, Mr. Swan has been sales promotion manager of the *Star-Journal*. Formerly he was with the Des Moines



Joyce A. Swan, of the Minneapolis *Star-Journal*

*Register & Tribune*. The *Star-Journal* promotion activities will be supervised by George Grim, radio director, and Glenn Gladfelder.

North Attleboro, Mass., *Chronicle* has appointed Newspaper Associates, Inc., national advertising representatives.

The nominating committee of the New York Newspaper Promotion Group, to submit candidates for officers for the 1941 year, for election January 8, are Lee Tracy, *World-Telegram*, chairman; Elsa Lang, *Herald Tribune*, and Ivan Veit, *Times*.

Vol. IX-b, "Market & Newspaper Statistics," has been released by the American Association of Advertising Agencies. It deals with 72 cities of more than 100,000 population in this country and Canada in which newspapers were audited to March 31 and June 30, 1940. J. J. Hartigan, Campbell-Ewald Co., Detroit, is chairman of the newspaper committee.

The *Daily Racing Form* and *Morning Telegraph*, New York, are now being offered as the National Turf Dailies under a new rate card. The papers will be sold separately or in combination. J. A. Leighton has been named advertising manager.

Wage bonuses totaling \$350,900.57 were paid last month by the Journal Co., publisher of the *Milwaukee Journal*, to its 1,043 employees.

## Audit Bureau Expands

Continental Baking Co., New York, and Dunlop Tire & Rubber Corp. Buffalo, are new advertiser members of the Audit Bureau of Circulations. A new advertising

agency member is Ted Bates, Inc., New York, recently formed, which handles the Continental Baking and part of the Colgate-Palmolive-Peet accounts.

The Welch, W. Va., *News* and Claremont, N. H., *Eagle*, daily newspapers; and the Stanley *News & Press*, Albemarle, N. C., Hanover, Ont., *Post* and Orangeville, Ont., *Banner*, weekly newspapers, also have joined the bureau.

The annual ABC meeting will be held at Chicago October 16 and 17.

## Business Paper News

Editors of the 25 McGraw-Hill publications gave a luncheon in New York December 17 in honor of James H. McGraw, founder of the company, on his 80th birthday. Mr. McGraw greeted the gathering by telephone from San Francisco, where he is spending the winter.

Loyola I. Guerin, from G. M. Basford Co., advertising agency, has returned to McGraw-Hill Publishing Co. as assistant to James H. McGraw, Jr., president.

*Modern Plastics*, New York, has issued the 1941 edition—478 pages—of the "Plastics Catalog." . . . Ahrens Publishing Co., New York, hotel and restaurant magazines, has started a service department, under Walter O. Voegelé, to do field studies and market research for advertisers. . . . *Gloves*, Gloversville, N. Y., will resume publication February 1, with Benjamin Kaplan as editor and Milton J. Kristt managing editor. . . . *Photographic Retailing*, New York, has increased its page size and introduced color on editorial pages. . . . *Department Store Selling*, Cleveland, has changed its policy of offering only standard size space to advertisers, and units are now available up to full page. . . . *Infants & Children's Wear Review*, New York, has published a sales manual for buyers and merchandisers in this field.

Walter H. Fredericks, formerly manager, Advertising Bureau, Associated Business Papers, Inc., has joined the research and advertising promotion staff of Case-Shepherd-Mann Publishing Corp., New York. Phillips & McManus, 201 North Wells Street, Chicago, a new firm, now represent *Super Market Merchandising* in that area.



NBC's Dr. James Rowland Angell

## Radio News

NBC is increasing emphasis on public service broadcasting. Dr. James Rowland Angell, in addition to previous duties, becomes counselor for these programs. Dr. Harry B. Summers, from Kansas State College, is now program director of this division. . . . NBC Concert Service replaces the former NBC Artists Service, with George Engles, vice-president, in charge. . . . Phillips Carlin has been named Red Network program manager and William Hillpot, Blue Network program manager.



**WDBJ** for Western Virginia

ROANOKE • 5000 watts day 1000 watts night • CBS

FREE & PETERS, Inc., National Representatives

... Clarence L. Menser becomes national production director.

\* \* \*

James F. Burke has been named assistant director of the CBS program service department.

\* \* \*

WNOE, New Orleans; WMOB, Mobile, Ala.; WHBB, Selma, Ala.; WDEF, Chattanooga, and WBIR, Knoxville, have joined Mutual Broadcasting System, bringing its station total to 168. KWK, St. Louis, has become a full time Mutual network station. . . . WSPA, Spartanburg, S. C., replaces WORD as the Columbia outlet there. . . . WKNE, Keene, N. H., replaces WNBX, Springfield, Vt., on CBS.

WMT, Cedar Rapids-Waterloo, Iowa, outlet of CBS, will increase its night power from 1,000 to 5,000 watts March 15. . . . WKBW, Buffalo outlet of this network, has been granted permission by the FCC to increase its power from 5,000 to 50,000 watts.

\* \* \*

Edward J. Noble, founder and chairman of the board of Life Savers, Inc., will purchase WMCA, New York, from Donald Flamm, if the FCC permits. Mr. Noble has been Under Secretary of Commerce and Chairman of the Civil Aeronautics Authority.

\* \* \*

Longines-Wittnauer Watch Co. has signed, with W2XOR, New York, the nation's first commercial contract with a frequency modulation station. Time signals will be broadcast. . . . Companies recently granted construction permits for FM stations by the FCC are Bamberger Broadcasting Service, New York; Metropolitan Television, Inc., New York; the Chicago Tribune; WDRC, Inc., Hartford; NBC, Chicago; Walker-Downing Radio Corp., Pittsburgh; WCAU Broadcasting Co., Philadelphia, and National Life & Accident Insurance Co., Nashville. . . . Twenty-five FM stations are expected to start commercial operations on January 1.

\* \* \*

WHUB, Watsonville, Cal., has appointed Forjoe & Co. national representative.



F. B. Ryan, Jr., a C.A.B. governor.

F. B. Ryan, Jr., vice-president of Ruthrauff & Ryan, advertising agency, has been named to the governing committee of the Cooperative Analysis of Broadcasting. . . . The NBC Radio-Recording division has opened an office in the Trans-Lux building, Washington, D. C., under E. William Young. . . . Robert Shields has been named special events supervisor for KDKA, Pittsburgh.

\* \* \*

WDRC, Hartford, recognized its 18th anniversary last month. . . . The Fairbanks, Alaska, *Daily News-Miner* recently published a radio section devoted entirely to national advertising accounts (U. S. advertisers) of KFAR there.

## Editors Prefer Benny

Jack Benny and his Jell-O program again won top honors in *Radio Daily's* fourth annual poll of radio editors and writers. Runners-up in the "favorite program" list were Pepsodent (Bob Hope), Information Please, now sponsored by Lucky Strike, Texaco Star Theater (Fred Allen) and the Kraft Music Hall (Bing Crosby).



Lyne S. Metcalfe to Brobuck, Detroit.

## New Brobuck Set-up

Lyne S. Metcalfe has been appointed eastern manager of Brobuck, Inc., Detroit, commercial motion pictures, with new offices at 120 East 41st Street, New York. William B. French has been named western manager, at Chicago. William Alley has been promoted to executive vice-president and motion picture production supervisor, and Ray B. Lawrence is now general manager, with headquarters in Detroit.

## Transitads Move

New York office of National Transitads, Inc., has been moved to 10 East 40th Street.

## Family Circle and FM

Among the various groups which applied to the FCC for construction permits for frequency modulation stations recently was FM Radio Broadcasting Co., New York.

Principal stockholder in this company, and also in *Family Circle* magazine, is Charles E. Merrill of the stock brokerage house of Merrill, Lynch, E. A. Pierce & Cassatt.

There is also a common identity of officers of the magazine and broadcasting company. P. K. Leberman, for example, is president and Richard Sanderson vice-president of both. (Mr. Leberman also is president of KRSC, Seattle.)

*Family Circle* is distributed through grocery chains in various sections of the country. Until now, however, New York City has not been covered. The new FM station may be used to fill this "advertising gap."

## Reynolds Tobacco Presents New NBC Air Program

R. J. Reynolds Tobacco Co., Winston-Salem, will replace its current "Bob Crosby's Dixieland Music Shop" with a new program entitled "Camel Cigarettes Present Xavier Cugat and Yvette with Bert Parks" over 52 stations of the NBC-Red network. It starts January 9 at 7:30 p.m., EST, and will be heard each Thursday thereafter. William Esty, N. Y., is the agency.

★ ★ ★

## The Best Salesman

. . . and that goes for his boss, too . . .

is the

## COMFORTABLE SALESMAN!

**T**HAT'S why so many Sales Managers come to the PARK CENTRAL . . . and advise their staff to follow suit.

To start the day, there's that invigorating plunge in Manhattan's largest swimming pool . . . perhaps a brisk workout in the well-equipped gymnasium . . . both FREE to guests.

Then there are the big over-sized rooms . . . the largest single rooms in the city from \$3.50 . . . or the roomy Parlor, Bedroom and Bath from \$6.00, with no extra charge for a second person . . . just the thing for the informal business conference or the after-hours cocktail party for customers.

And, of course, radio and circulating ice water in every room. These are the comforts men "on the road" enjoy!

And, there's the famous COCOANUT GROVE, New York's favored spot for dining and dancing.

•

## PARK CENTRAL HOTEL

Seventh Ave: 55th to 56th Sts.  
New York City





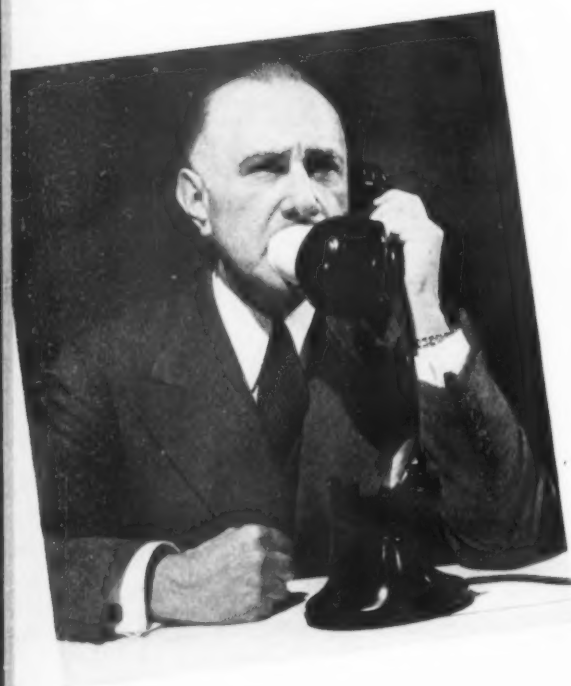
# DESIGNING TO SELL



2



3



4



1

1. Arthur S. Allen Studios, N. Y., is redesigning the labels for Eavey Co.'s (Xenia, O.) line of canned foods. Old labels contained small pictures of the foods in bowls or dishes; new labels produce the effect of all-over designs featuring each product and stress the Eavey name. Rainbow Lithograph Co., Cincinnati, reproduces the labels in four-color offset lithography.
2. Patriotic Cups: Dixie Vortex Co., Easton, Pa., hopes that its "Defend America" series of paper cup designs will "play their small part in helping to focus attention on the vital needs of national defense." Design theme of the new series depicts divisions of our armed forces, an historically important quotation of a famous American tying-in with each design.
3. Candy Bombs: C. S. Allen Co., Brooklyn, N. Y., has a new name for its assortment of candy kisses and toffee: Candy Bombs. Robert Gair Co., N. Y., designed and manufactured the tank cartons in which the assortment is appropriately boxed.
4. Silentfone: This new gadget, marketed by Telephone Devices Co., N. Y., has been designed to snap over the mouthpiece of an ordinary handset telephone and make conversation inaudible to others in the room. Molded entirely of plastic, except for the acoustical sound absorption material in the exhaust chamber, the Silentfone was awarded top honors in *Modern Plastic's* annual competition last Fall. L. S. Scher, of the Telephone Devices staff, designed the unit.
5. Catsup Container: Another catsup bottle has joined the ranks of the no-splank container with the new package adopted by Vincennes Packing Corp. for its catsup and chili sauce. The decanter is about three inches in diameter at the base and tapers slightly to a rounded shoulder. Neck opening is wide enough to permit catsup or chili sauce to pour freely, "but the perfect balance of the container make it easy for the user to cut off the flow when desired." Owens-Illinois, Toledo, produced the container.
6. Assembly Kit: Strombeck-Becker Mfg. Co., Moline, Ill., is distributing inexpensive assembly kits for making model airplanes and ships, and furnishing its dealers with a compact counter-cabinet in which to display the product. Front and back of the cabinet are of Eastman Kodak Co.'s transparent acetate, curved so that surface reflections are reduced to a minimum. Wooden stick on the top of the cabinet allows the airplane model to be pivoted in any desired direction.

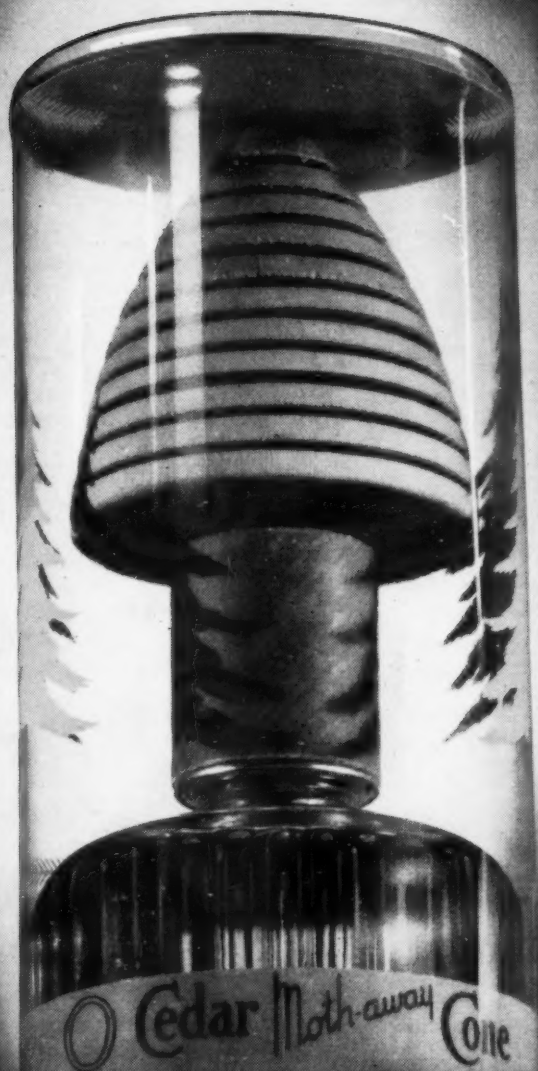


5



6

# As moths to a flame!



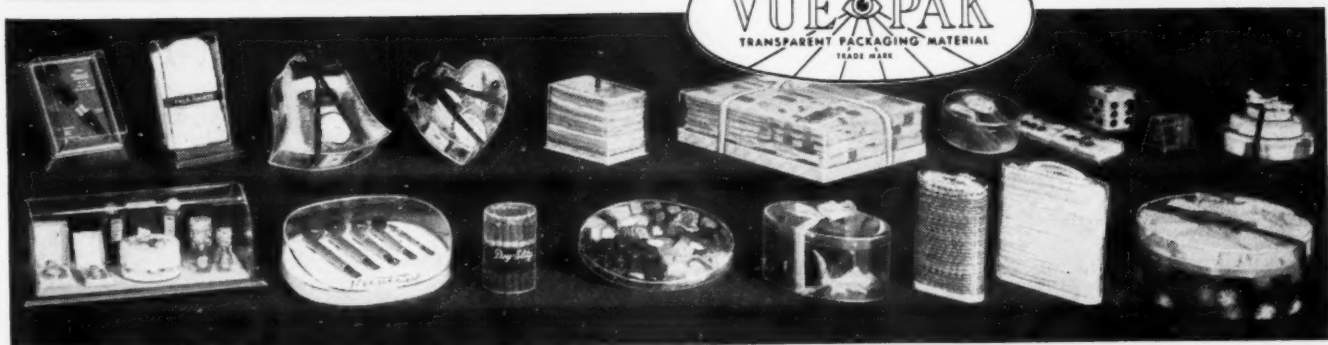
...buyers' eyes are attracted to this newest O'Cedar product in Vuepak

Mothproofing compounds are used in dark closets... but must be sold out where buying eyes can see. And the new O'Cedar Moth-Away Cone, packaged in a cylindrical container of rigid, transparent Vuepak, sells because buyers can see instantly its self-evident superiorities over old-style mothproofing devices.

The O'Cedar Moth-Away Cone consists of a glass base supporting a wooden cone and wick which carries a moth-repelling cedar odor throughout a clothes closet. On the rigid, transparent walls of its Vuepak container, created by W. C. Ritchie and Company, Chicago, is printed a pine tree and cedar spray design which emphasizes the product's cleanliness and attractiveness. This Vuepak unit, combined with clever product design, has been credited by the O'Cedar Corporation for a great deal of the product's sales success.

Just consider what the Vuepak attention-factor might mean to your product. For further information and names of capable Vuepak fabricators, inquire: MONSANTO PLASTICS, Springfield, Massachusetts. District Offices: New York, Chicago, Detroit, St. Louis, Birmingham, Los Angeles, San Francisco, Montreal.

**MONSANTO PLASTICS**  
Serving Industry... Which Serves Mankind





## SALES MANAGER

who is

## Versatile and Practical SEEKS

## Manufacturer or Distributor placing emphasis on SALES PROFITS

This man has organized several specialty sales forces in the Appliance field. He knows how to hire and train men, either for dealer or direct to consumer sales.

He knows how to formulate sales plans and presentations.

He has seemingly accomplished the impossible by breaking sales records during depressions and under adverse conditions.

Nationally known companies have recognized his achievements.

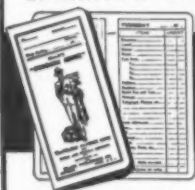
This man is far more interested in his scope of work than in his immediate demand of a top flight salary.

It will be a privilege to forward negotiations.

**PHILIP SALISBURY**  
Executive Editor  
Sales Management

### CALLING ALL TRAVELERS!

KEEP YOUR EXPENSES IN



### BEACH'S "Common Sense" EXPENSE BOOKS

Get them from your  
stationer or write to

**Beach Publishing Co., Detroit, Mich.**  
7338 Woodward Avenue

### Free THE NEW PUBLICATION "HOW TO SET UP A SUCCESSFUL DEALER SIGN PROGRAM"

with actual case histories of successful programs as used by representative national accounts, will be sent you free upon request.

SIGNS  
OF  
LONG  
LIFE

**The ARTKRAFT Sign Company**

1000 E. Kibby St.  
Lima, Ohio, U. S. A.

The World's Largest Manufacturer of  
All Types of Signs.

### SALES CONTESTS

### COMPLETE PLANNING AND MERCHANDISING SERVICE

for all types of contests and premium campaigns  
— High quality, nationally advertised merchandise. Write for sample catalogs.

**SALES CONTESTS, INC.**  
Talbot Realty Bldg. Dayton, Ohio



### AMERICA'S No. 1 QUALITY GIFT-PREMIUM PRIZE

Plain or with Firm Insignia, Trade Mark, Product, Initials, embossed in color—give a ZIPPO and "be remembered more often."

Lights anywhere. Lifetime Guarantee. Write for PRICE LIST & FOLDER  
ZIPPO Mfg. Co., Box 15 Bradford, Pa.

**ZIPPO**  
Windproof LIGHTER.

## T i p s



Booklets reviewed below are free unless otherwise specified, and available either through this office or direct from the publishers. In addressing this office please use a separate letterhead for each booklet requested, to facilitate handling. The address is **SALES MANAGEMENT**, Reader's Service Bureau, 420 Lexington Avenue, New York, N. Y.

### More on Aptitude Testing and the Selection of Men

This column is glad to bring to the attention of readers additional information on aptitude testing, currently featured in a remarkable series of articles in the magazine. A 16-page booklet entitled, *"The Use of Ability and Aptitude Testing in Business,"* has just been published by The Personnel Institute of Chicago, giving a simple explanation of the scientific plan which is followed by that organization in building "batteries" of tests for all types of sales, executive, clerical and production jobs. Charts are presented illustrating differences in response to these tests by applicants of varying backgrounds and abilities. Aptitude testing is advanced as the modern method of saving a large part of the high cost of hiring and training employees. And according to some of the testimonials included in the booklet, it is as generally appreciated and favored by the applicants, when intelligently handled, as by management. Copies of the study available on request to Morris I. Pickus, The Personnel Institute, Inc., 225 N. Wabash Ave., Chicago, Ill.

### Minnesota Goes to Town

The seventh annual *"Minnesota Business Index"* is out. For executives interested in sales in the Northwest, this annual summary and prediction is a "must." As previously noted in this column, this is one of the few instances of cooperative market analysis and promotion by newspapers, radio stations, and a farm magazine in a single market—and this issue fairly glows with "bright spot" data. General indices as reported by the Ninth Federal Reserve district are highest in several years—increase in farm income is highest in the U. S., and in total amount is fifth in the U. S. Numerous factors are itemized, making the report decidedly worth while for all marketing executives. Requests to any of the Twin City newspapers or radio stations, or to W. E. Boberg, *The Farmer*, St. Paul, Minn.

### Do You Really Train Your Field Sales Managers?

The "forgotten man" in the field of selling, according to the Burton Bigelow Organization, is the field sales manager, sandwiched in as he is between the top

executives and the field salesmen. For a piping discussion of this point of view, emphasizing the necessity for efficient training of these field sales managers in the management of men, a recent bulletin will be a stimulant. Entitled, *"Why Salesmen Fail as Field Managers,"* the brief study is built around a check list comparing the duties of the field sales manager and the salesman, and providing a quick reference chart for diagnosing shortcomings in one's own method of selecting and training field sales managers. Write G. A. Hennell, Burton Bigelow Organization, 274 Madison Ave., New York, N. Y.

### Detroit's WXYZ Radio Market

Detroit's potentials as a major radio market are analyzed in a recent study from Station WXYZ entitled, *"Gear Your Sales Power in with the Buying Power of the WXYZ Market."* Day and night areas, with cities and towns indicated by population brackets, are given as 2,945,474 (683,111 radio families) by day, and 2,287,329 (524,070 radio families) by night. With 57% of all Michigan families, characterized by a high degree of home ownership, car ownership, employment and income, and a radio advertiser plus of widespread radio listening, the area is plotted, charted and pictographed for sales potentials in the study. Retail sales, farm ownership and income, and similar basic factors are given, together with information on the station and its local audience-building policies. For copies, write Charles C. Hicks, Station WXYZ, Stroh Bldg., Detroit, Mich.

### A 3-Point Business Program

Much is being said these days about the necessity for business re-selling the public on the motives, objectives and benefits involved in doing things the American Way. And in the part played by business in our daily life as well as in the emergency program facing the nation. In *"41 Business Must Embrace Three New Thoughts"* the New York *World-Telegram* publishes some straight-from-the-shoulder thinking on this subject that has wide general application. It serves in part to promote the use of newspapers as a means of informing the public, but it goes further in setting the stage for the importance of some definite program by business. Requests to Lee Tracy, New York *World-Telegram*, 125 Barclay Street, New York, N. Y.

### Art in Printing Illustrated

Connoisseurs of art in paper and printing will find Strathmore's recent demonstration piece, *"Two Strathmore Papers for Books,"* a booklet worth noting and possibly preserving. Four leading book designers—Rudolph Ruzicka, Helen Gentry, D. P. Updike, and William Kittredge—have interpreted according to their varying ideas a frontispiece, first page and type page of a book, Thoreau's *"Cape Cod."* Types, colors, illustrations and arrangement illustrate the clear cut shades of meaning which can be secured through artistic treatment of these elements. The booklet is published in a limited edition, for distribution primarily to book publishers and printers, but we believe requests by executive readers of this column will be honored if directed to Al Gibney, Strathmore Paper Co., West Springfield, Mass.



**GIBBONS KNOWS CANADA**

**J. J. GIBBONS LIMITED • ADVERTISING AGENTS**





## PERSONAL SERVICE AND SUPPLIES

Cash Basis Only. Remittance  
Must Accompany Order. Classified  
Rates: 50c a line of seven words,  
minimum \$3.00. No display.

### EXECUTIVES WANTED

**SALARIED POSITIONS.** \$2,500 to \$25,000. This thoroughly organized advertising service of 31 years' recognized standing and reputation, carries on preliminary negotiations for positions of the caliber indicated above, through a procedure individualized to each client's personal requirements. Several weeks are required to negotiate and each individual must finance the moderate cost of his own campaign. Retaining fee protected by refund provision as stipulated in our agreement. Identity is covered and, if employed, present position protected. If your salary has been \$2,500 or more, send only name and address for details. R. W. BIXBY, Inc., 118 Delward Bldg., Buffalo, N.Y.

**EXECUTIVE POSITIONS**—The Executive Bureau's personalized advertising service offers a dignified, practical and confidential procedure to salaried executives of outstanding ability to complete the important first-stage negotiations for the higher salaried positions. The low cost of each campaign is financed and controlled by the client in a fair contract agreement. Identity held in scrupulous confidence. Inquiries invited from those whose qualifications can meet exacting requirements. **THE EXECUTIVE BUREAU**, 700 Plymouth Building, Minneapolis, Minnesota, or 821 Commerce Building, Rochester, N. Y.

**EXECUTIVES \$2,400 — \$25,000**—This reliable service, established 1927, conducts confidential negotiations for high grade men who either seek a change, or the opportunity of considering one, under conditions assuring, if employed, full protection to present position. Send name and address only for details. **JIRA THAYER JENNINGS, DEPT. A**, 9 CENTER STREET, NEW HAVEN, CONN.

### EXECUTIVES! HIGHLY QUALIFIED MEN!

This competent, personnel advertising service conducts position-securing campaigns involving confidential, nation-wide negotiations with reputable employers. Identity covered, and if employed, position protected. Write

**HARRY F. JEPSON & ASSOCIATES**  
LAND BANK BLDG., KANSAS CITY, MO.

### HELP WANTED

**YOU HAVE DIFFICULT, TIME-CONSUMING editorial tasks?** Farm one out to me. Also sales promotion, educational programs and courses, booklets, articles, letters, business lectures. No charge for consultation. **ROLAND COLE**, Room 506, 114 East 32nd St., ASHland 4-0880, New York City.

### MAILING LISTS

**SPECIAL MAILING LISTS, CHEMISTS, ACCOUNTANTS, Credit Managers, Sales Managers, Traffic Managers, Export Managers, Purchasing Agents, Officials of Corporations, High Salaried Executives.** Write **RESULTS ADVERTISING CO., MAILING LIST COMPILERS**, 709 Pine Street, St. Louis, Mo.

### POSITIONS WANTED

**EASTERN SALES MANAGER:** As eastern sales manager of two national food organizations in the past seventeen years, it has been my job to establish and maintain leadership for these brands through volume business from the largest buyers. Accounts naturally include all chains, super markets, wholesalers, jobbers, department stores. Am now ready to undertake a new assignment from an aggressive organization, offering an A-1 product, earnings to be based on results produced. No desk job—will hire and train salesmen, working in territories personally and with sales force. Best contacts along entire eastern seaboard, including Montreal in Canada. Believe food and drug fields offer best immediate opportunities to produce—but can apply principles of selling and sales management in any field. Full details of experience in personal interview. Address Box 750, **SALES MANAGEMENT**, 420 Lexington Ave., N. Y. C.

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**FOURTEEN YEARS EMPLOYED AS NATIONAL sales manager in two different companies, having spent past six years on government payroll. Desire to return to private business. Past experience includes toys, novelties, furniture and builders' specialties. Former employers my best references. Am in my forties; ambitious; past record proves my ability in creating and directing an efficient sales force. Right opportunity primary importance. Initial salary secondary. Box 758, SALES MANAGEMENT, 420 Lexington Ave., New York City.**

### SALES EXECUTIVE

Who knows how to cash in on the coming Boom—build profitable consumer sales and lay a solid foundation for post-war business. Now employed. Experienced in Organization, Management, Sales, Promotion and Training. Prefer salary and bonus arrangement. University. Age 36. Married. Box 741, **SALES MANAGEMENT**, 420 Lexington Avenue, New York, N. Y.

### JUNIOR SALESMAN

A young man, 21, with university sales training seeks a position as a junior salesman or sales trainee. He now works with a large publisher as a clerk, but he wants to work with the sales division of some concern. Box 759, **SALES MANAGEMENT**, 420 Lexington Ave., New York City.

### PHOTOSTAT PRINTS

Photostat reproductions only 10c, letter size; (in quantities still less). Strengthen sales promotions with prints of testimonial letters, orders, etc. For office duplication, often costs less than typing or contact boxes

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165 Broadway; 1 East 42nd Street  
Cortland 7-4836

**MANUFACTURERS' REPRESENTATIVE WITH** Rochester office covering Central and Western New York wants additional lines where demonstration is required; industrial goods preferred. Has had fine background and experience in merchandising. Box 761, **SALES MANAGEMENT**, 420 Lexington Ave., New York City.

**SALES SHEETS, MANUALS, CHARTS REPRODUCED Economically-Efficiently by Laurel's Improved Offset. No Cuts! No Typesetting! Your copy's all we need. 500 (8½x11") reproductions \$2.63; additional hundreds 22c. All Sizes. Request Complete Price Schedules; Free Descriptive Brochure. LAUREL PROCESS, 480 Canal Street, N. Y. C.**

## TRAVELING SALES JOB WANTED

By univ. grad.; 5 years retail grocery experience; 1 year national advertising department, newspaper; food merchandising jobs for agencies and newspaper; 1½ years coast to coast sales and sales promotion work for national magazine; graduate work in advertising; age 30; single; new car. Write Box No. 760, **Sales Management**, 420 Lexington Ave., New York.

# C O M M E N T

BY RAY BILL



**G**OVERNMENT CONTRACTS: At present, some governmental defense orders are being placed under the old competitive bidding system and some (negotiated contracts) are being placed under the new fixed-profit method whereby a profit is the equivalent of a reasonable percentage of the pre-estimated cost of the work to be done. Whatever have always been the strengths and weaknesses of the competitive bidding system, those strengths and weaknesses apparently still prevail in what might be termed normal degree. As for the new negotiated contracts, certain phases perhaps need a lot of public airing and careful investigation.

The success of negotiated contracts lies very greatly in the kinds of concerns with whom such contracts are placed. If the chief executives of the contracting firms are satisfied with the fixed profit, then it only remains for them to carry out their contracts in the quickest, most efficient, least costly methods at their command. This is what we would expect from all patriotic American business men. Perhaps it is what we are getting from most of the contracting companies. But there do seem to be exceptions, if one is to judge from the rumors and reports that are all too current to justify their being laughed off lightly.

It seems that some of our business men are not as patriotic as they would have their fellow countrymen believe. Having landed a large government-negotiated contract—and most of the contracts of this type are very large—they then proceed to grow exceedingly careless about prices paid for materials, services and labor, so that under the excuse of trying to attain quick completion of a contract they are actually squandering the money of the American people. Wherever this sort of management—or rather lack of management—prevails, we think it the duty of government officials, business men and the press to bring the facts to light immediately so that any such squanderers of public funds may be compelled to operate more effectively or at the very least be barred from receiving any further governmental orders.

Apart from lack of patriotism as represented by inadequate attention to the fundamentals of good management, other contractors are reported to be striving by various devices to milk out additional profits over and above those

accruing through the fixed fee. Any efforts along this line are not only unpatriotic but downright treachery to the nation. Such activities, wherever they exist, should be exposed promptly and fully. And the individuals connected with contractors who directly or indirectly seek surreptitiously to dig out such extra profits should be barred from all further dealings with the government and duly disgraced before the American public.

There is much loose talk about how much we in the United States are doing to help England. As far as business contracts are concerned, the British orders have been on a very attractive basis for American concerns and that is probably as it should be unless or until the policy of the United States officially changes. But when American business men deal with their own government, *for the present and future defense of our nation*, it is high time that profits be put on a moderate scale and business patriotism practiced in the degree which is a pre-requisite to the successful defense of our country and to the preservation of moral integrity within our country.

Aside from the two points already made of loose management and profiteering on the side, there is also the question of whether our government is not making a mistake in the case of negotiated contracts by favoring too greatly large concerns with large orders. Certainly we believe the major share of the job should be done by the larger-sized concerns, but we consider it to be fundamental under the American system that small business must be preserved not only in peace times but in any defense or war programs. There are plenty of high-grade smaller concerns with highly patriotic managements and it should be a part of the fundamental policy of the defense program to see that they are duly recognized. Up to this time we suspect that there has been chiefly lip service in this direction.

We urge that the government defense program under the leadership of William Knudsen pay due attention to the part which smaller business plays in the defense program not only in the form of direct contracts but also through governmental fostering of sub-contracts from the larger concerns where sub-letting is sound, and yet is not being done through the selfishness of certain concerns to hog as much as they can.



IT TAKES EMOTION TO MOVE  
MERCHANDISE...

BETTER HOMES & GARDENS IS  
*PERPETUAL EMOTION*

...s the works! Lord and master of all he surveys!  
...top of the world... because daddy *puts* him there  
...d *keeps* him there!

Wherever there are children, there is *home-hunger*: a  
burning, yearning desire to give these youngsters every  
break in life; to surround them with things that are  
neat and things that are clean; to give them a home  
that will *live* in their hearts and minds!

...o magazine understands better than Better Homes  
& Gardens the emotional inter-relation of *home* and  
children. This is why we devote a large share of our

editorial fare to child training. Better Homes & Gar-  
dens *lives close* to people with home, garden, children.  
Its pages are filled with the daily pattern of life... things  
that are steeped in *perpetual emotion*... that make people  
*want* to buy so they can *do* more, *be* more, *live* better!

If you, Mr. Head Man of American business, are look-  
ing for a *volume quality-market*... 2,200,000 families  
who have money to buy and many needs to satisfy...  
invest in Better Homes & Gardens! The gateway to  
America's Biggest Suburban Home Market!

Meredith Publishing Company, Des Moines.

IT'S THE LIFE THEY LEAD

IT'S THE BOOK THEY READ

**BETTER HOMES & GARDENS**

**MORE THAN 2,200,000 FAMILIES**

*America's Biggest* **SUBURBAN Home Market**



*Are you getting your full share of Chicago's expanding sales opportunities?*

*—on weekdays from 610,000 to 655,000  
more than delivered by other Chicago  
daily newspapers—on Sundays  
from 240,000 to 780,000 more than  
delivered by other Chicago Sunday newspapers*



*You can sell more now at lower cost with Tribune advertising*

Today's selling opportunities call for intensified advertising coverage which takes maximum, not minimum, advantage of retail buying. Have you overhauled your program to see that your advertising has the power that will help you book more volume?

You can best take advantage of Chicago's brighter sales outlook . . . at one low cost . . . by building your drive around the Tribune. With over 1,000,000 net paid every day of the week, the Tribune now delivers on weekdays from 610,000 to 655,000 more total circulation than other Chicago daily newspapers. And on Sundays from 240,000 to 780,000 more than other Chicago Sunday newspapers.

When you use the Tribune, you get balanced, market-wide coverage . . . 460,000 more daily circulation right in metropolitan Chicago than delivered by other Chicago daily newspapers and from 365,000 to 455,000 more on Sundays than other Chicago Sunday newspapers.

The Tribune is the only newspaper which has circulation volume equivalent to majority coverage of all metropolitan Chicago families.

In every income group of interest to advertisers the Tribune has more circulation than other Chicago newspapers. And, in addition, it reaches hundreds of thousands of other prospects in the adjacent territory.

As the newspaper of greatest interest to readers, the Tribune is most effective in building sales for advertisers. As the principal source of buying ideas for Chicago's largest constant audience, the Tribune is the basic medium for retailers who placed 65% more advertising in the Tribune during the first eleven months of this year than in any other newspaper.

General advertisers testified to the Tribune's greater productivity by giving it a 52% lead in their lineage during the same period.

When you can have more, why take less? Half measures are unnecessary when you can step up your promotional effort in the Tribune and sell more volume at less cost per unit sold. Tribune rates per 100,000 circulation are among the lowest in America.

For more information on how you can increase sales in Chicago at lower cost by making the Tribune your basic medium, ask a Tribune representative, or consult your advertising counsel.

**Chicago Tribune** THE WORLD'S GREATEST NEWSPAPER

**TOTAL NET PAID CIRCULATION NOW IN EXCESS OF 1,000,000 EVERY DAY OF THE WEEK**



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